

# *S<sup>the</sup>* STRATEGIC PLAN



2016

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# Acknowledgements

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# **Table of Contents**

<b>Executive Summary.....</b>	<b>2</b>
<b>Strategic Planning .....</b>	<b>2</b>
<b>Key Randolph County Issues.....</b>	<b>2</b>
<b>Environmental Data Scan.....</b>	<b>4</b>
Who We Are .....	4
Where and How We Live .....	4
Where and How We Learn and Work .....	5
How We Are Served.....	5
<b>Summary of Recommended Goals .....</b>	<b>7</b>
<b>Public Health Goals .....</b>	<b>7</b>
<b>Public Safety Goals.....</b>	<b>7</b>
<b>Well-Being Goals .....</b>	<b>9</b>
<b>Public Health: Vision, Goals &amp; Strategies .....</b>	<b>11</b>
<b>PUBLIC HEALTH VISION STATEMENT .....</b>	<b>11</b>
<b>GOALS AND STRATEGIES .....</b>	<b>11</b>
A. Overall Public Health Goals.....	11
B. Community Health.....	12
C. Mental Health Crisis Intervention, Substance Abuse & Addiction.....	14
D. Social Services & Medicaid.....	15
<b>Public Safety: Vision, Goals &amp; Strategies.....</b>	<b>17</b>
<b>PUBLIC SAFETY VISION STATEMENT .....</b>	<b>17</b>
<b>GOALS AND STRATEGIES.....</b>	<b>17</b>
A. Human Services .....	17
B. Employee Training and Retention.....	20
C. Juvenile Crime Prevention .....	20
D. Fire Service .....	21
E. Enterprise Risk Management .....	23
F. Community Paramedicine.....	25
G. Hazard Mitigation Planning .....	26
<b>Well-Being: Vision, Goals &amp; Strategies .....</b>	<b>28</b>
<b>WELL-BEING VISION STATEMENT .....</b>	<b>28</b>
<b>GOALS AND STRATEGIES.....</b>	<b>28</b>
A. Growth Management.....	28
B. Agriculture .....	31
C. Economic Development .....	32
D. Tourism .....	36
E. Quality of Life .....	38
F. Transportation .....	40
<b>Plan Implementation .....</b>	<b>42</b>
<b>IMPLEMENTATION COMMITTEE ESTABLISHMENT .....</b>	<b>42</b>

## **Figures**

Figure 1: Total Physicians (Ratio per 10,000 Population) 2000 & 2013.....	11
Figure 2: Percent Physically Inactive Adults Comparison .....	12
Figure 3: Percent Smoker Comparison .....	13
Figure 4: Population Growth by Age Group, 2015 to 2035 .....	19
Figure 5: Number and Percent of Fire Responses by Staff Type, FY14-15.....	22
Figure 6: Projected Population .....	29
Figure 7: Employment by Industry 2014 .....	30
Figure 8: Average Annual Wage Comparison (2001-2014).....	36

## **Tables**

Table 1: Trends in Local Management Entity (LME) Admissions, 2008-2012 .....	14
Table 2: DSS Client Summary .....	16
Table 3: Trends in LME Admissions, 2008-2012.....	18
Table 4: Language (Comparison Areas), 2013 .....	20
Table 5: Agriculture and Agribusiness Dollar Values.....	31
Table 6: Poverty Status by Educational Attainment, 2013.....	35
Table 7: Lodging & Occupancy Tax Rates and Collections for Comparison Counties.....	37

## **Maps**

Map 1: Recreational Features .....	39
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## Strategic Challenges

### Health

Infectious Communicable Disease Preparedness

Organizational Challenges / Access Barriers & Accessibility to Health Services

Recruitment of Health Related Services & Facilities

Mental Health

- Crisis Intervention
- Substance Abuse & Addiction
- Behavioral Health Challenges

Public / Private Partnerships for Health and Wellness Education

Faith Community Impacts

Randolph County Wellness Collaborative

### Safety

Emergency Medical Services

- Paramedicine

Community Policing / Advocacy & Crime Prevention Programs

Special Needs Facilities

Volunteer Fire Department

- Communication, Personnel, Standards, and Funding

Juvenile Crime Prevention

Mental Health Resources

Hazard Mitigation

Enterprise Risk Management

Create an Organization that Attracts & Retain Employees

### Well Being

Workforce Development Initiatives

- Coordinate Educational / Private / Public Programs

Opportunities for Citizens to Develop Their Talents / Entrepreneur / Volunteerism

Economic Development

- Organization & Recruitment

Marketing the Community/Tourism

- Enhance Advertising Capabilities

Access to Parks/Recreation/Exercise

Agriculture

- Agri-Business Center

Growth Management

- Infrastructure
- Coordinated Land Use / Development Policies
- Environment / Open Space

## Alignment of Resources

**Recognize Existing Planning Efforts That May Impact County & Local Governments**

**Pathways to Prosperity – 2016 NC Zoo Vision Plan – 2016 School Strategic Plan**





# RANDOLPH COUNTY STRATEGIC PLAN OVERVIEW



Our Randolph County community will face many challenges in the coming decades of the 21<sup>st</sup> century. Major social, economic, and other forces are at work shaping what the Randolph County community will be like. Challenges facing both our county and municipal governments will continue to increase as local governments are asked to focus limited resources on long-term issues impacting Randolph County's **Public Health, Safety, and Well-Being**.

Today, Randolph County and its municipalities are confronted with two realities. First, the 21<sup>st</sup> century world is

changing and no community is exempt from change. Second, local government resource limitations require careful choices; local governments cannot be all things to all people.

Recognizing the need to plan for future challenges, the Randolph County Board of Commissioners asked that a process be developed that would help our community identify and focus on long-term issues impacting the public's health, safety, and well-being. This process is called strategic planning.

The Randolph County Strategic Planning process has been unique and was designed from the beginning to include citizens from the county and all its municipalities. Active partners included representatives of business, industry, health care, education, agriculture, private and non-profit agencies, law enforcement, fire, emergency services, and other citizens with perspectives which contribute to the rich diversity of the Randolph County community. By openly discussing the strengths, weaknesses, problems, and opportunities that may confront the county, the planning process identified goals and strategies that will impact Randolph County.

While the goals and strategies identified in the plan are not binding upon the County or its municipalities, they are the result of debate and negotiation often representing a compromise in which opposing points of view have embraced an acceptable alternative.

# **EXECUTIVE SUMMARY**

The Randolph County Strategic Plan is focused on optimizing **Public Health, Safety, and Well Being**, by answering four broad questions: Where have we been?; Where are we now?; Where do we want to be?; and How do we get there? Facilitated by County staff with technical support from the Piedmont Triad Regional Council, this initiative includes a wide range of local governments, organizations, and citizens from across the county. Our process began with development of a detailed Environmental Data Scan to provide a clear picture of our county – past, present and future. Steering Committee members used this information to identify and prioritize key strategic issues impacting Randolph County communities. Our 60-member Steering Committee includes the Chair of the Board of County Commissioners, mayors, city managers, health care professionals, educators, human service providers, public safety providers, chambers of commerce, economic development and planning professionals, and citizens representing a broad cross-section of county interests. In addition, over 100 citizens served on three task forces (Public Health, Public Safety and Well-Being) with various sub-committees, and met monthly to discuss issues and develop strategic goals and strategies. Significant input from other planning processes was also integrated into the plan. The Steering Committee and Task Force members worked diligently over the past nine months (see Project Timeline below) to develop an action plan that focuses limited resources on key strategic issues facing the county to make a positive, lasting impact on the communities we serve. Common themes emerging from our work together include:

- Improving development and recruitment of qualified workers for industry, agriculture, health care, education, and critical government services.
- Making tangible quality of life improvements to enhance our county's recruitment and marketing efforts.
- Developing proactive prevention programs to reduce the debilitating and costly effects of existing and emerging community and mental health challenges.
- Reducing barriers to critical services.
- Aligning resources to increase the efficiency and effectiveness of services by:
  - reducing silos between organizations;
  - increasing communication, cooperation and collaboration among public agencies, private agencies and institutions to gain a better mutual understanding of issues and challenges; and
  - developing mutually-beneficial solutions.

## **STRATEGIC PLANNING**

Cities and counties are faced with two key challenges: *change* and *limited resource* in the face of growing needs. Strategic planning is a systematic, creative process that is designed to manage and adjust to changes taking place in our communities; to allocate and align scarce resources; to identify strategic actions; and to provide practical solutions to the county's most pressing strategic issues.

## **KEY RANDOLPH COUNTY ISSUES**

**Public Health:** Infectious and communicable disease preparedness, mental health behavioral challenges, substance abuse and addiction, crisis intervention opportunities, health facilities recruitment.

**Public Safety:** Paramedicine program; fire services and impacts of communication, personnel, standards and funding; community policing advocacy and crime prevention programs; special needs facilities; enterprise risk management; employee retention.

**Well-Being:** Workforce development initiatives, economic development recruitment, access to parks/recreation/exercise, agri-business center, volunteerism, growth management coordination.

RANDOLPH COUNTY STRATEGIC PLAN TIMELINE		
Phase	Work Elements	Schedule
I. Environmental Scan	<ul style="list-style-type: none"> <li>Collect, analyze and map pertinent data</li> <li>Meet with Core Staff Team to refine scan content</li> <li>Meet with county stakeholders to refine scan content</li> <li>Produce scan, summary and presentation</li> <li>Meet with Core Staff Team to refine draft scan, executive summary and PPT presentation</li> </ul>	<u>JUN</u>  <u>JUL</u>  <u>AUG</u>  <u>SEP</u>
II. Steering Committee	<ul style="list-style-type: none"> <li><u>Steering Committee (Kick-Off) Meeting #1:</u> <ul style="list-style-type: none"> <li>Introductions, Welcome and Project Overview</li> <li>Environmental Scan Highlights</li> <li>Review Project Schedule</li> <li>Key Issues and Outcomes Discussion</li> <li>Example Areas of Interest &amp; Task Force Charge</li> </ul> </li> </ul>	<u>OCT</u>
III. Task Force Meetings	<ul style="list-style-type: none"> <li><u>Task Force (Kick-Off) Meeting #1:</u> <ul style="list-style-type: none"> <li>Discuss project &amp; Task Force mission</li> <li>Review &amp; approve schedule</li> <li>Review &amp; discuss Environmental Scan</li> <li>SWOT (strengths, weaknesses, opportunities &amp; threats)</li> <li>Identify &amp; discuss key issues to be addressed</li> </ul> </li> <li><u>Task Force Meeting #2:</u> <ul style="list-style-type: none"> <li>Review, discuss &amp; prioritize key issues</li> <li>Brainstorm goals &amp; strategies to address issues</li> </ul> </li> <li><u>Task Force Meeting #3:</u> <ul style="list-style-type: none"> <li>Review, discuss &amp; prioritize goals &amp; strategies</li> <li>ID partners, responsible parties, timeframe &amp; resources</li> </ul> </li> <li><u>Task Force Meeting #4:</u> <ul style="list-style-type: none"> <li>Review, discuss &amp; refine draft Task Force Report</li> </ul> </li> <li><u>Task Force Meeting #5:</u> <ul style="list-style-type: none"> <li>Review, discuss &amp; refine draft Task Force Reports</li> </ul> </li> </ul>	<u>NOV</u>          <u>DEC</u>          <u>JAN</u>          <u>FEB</u>          <u>FEB</u>
IV. Steering Committee	<ul style="list-style-type: none"> <li><u>Steering Committee Meeting #2:</u> <ul style="list-style-type: none"> <li>Review, discuss &amp; refine draft Task Force Reports</li> <li>Discuss format &amp; organization of final combined report</li> </ul> </li> </ul>	<u>MAR</u>
V. Prepare Plan	<ul style="list-style-type: none"> <li><u>County and PTRC Staff Prepare Final Draft Plan Report</u></li> </ul>	<u>APR</u>
VI. Final Review & Print Plan	<ul style="list-style-type: none"> <li><u>Steering Committee Reviews Final Draft Plan Report</u></li> <li><u>PTRC Prints Final Plan Report &amp; Executive Summary</u></li> </ul>	<u>Early-MAY</u>
VII. Present Plan	<ul style="list-style-type: none"> <li><u>Present Plan Report &amp; Summary to County Commissioners</u></li> </ul>	<u>May 17</u>

## **ENVIRONMENTAL DATA SCAN**

A detailed environmental scan was developed to provide a wide range of data to help Steering Committee and Task Force members identify top-priority issues facing the county and its communities; and to develop the goals and strategies necessary to address these key issues, now and in the future. Highlights from each chapter are provided below.

**Who We Are** – Randolph County’s past, present and future population; our socio-economic data, including age, race, historic growth patterns and current migration patterns:

- The county’s population has steadily increased over the past 50 years, tripling from 44,500 in 1940 to almost 142,000 in 2010.
- The county’s population growth has slowed significantly to 9% since the 2007 recession, and is projected to grow around 8% total over the next 20 years.
- Over the past 15 years, three municipalities – Asheboro, Archdale, and Randleman – have had population growth rates double that of the county overall. This is a big shift from the 1990s when growth was concentrated in unincorporated areas of the county.
- The county’s Hispanic population has been increasing and is now the largest minority group. However, the county’s population growth this decade has slowed primarily due to slowing of Hispanic growth over the past few years.
- Migration data over the past 4 years shows Whites and African Americans moving out of the county.
- One third of the people in the county are between the ages of 40-59.
- Because of lower growth rates, the median age in the county is accelerating – older adults will account for 99% of our projected net growth over the next 15 years.
- A map of median age by block group corresponds highly with a map of Hispanics by block group indicating areas with lower median ages are predominantly Hispanic.
- Language barriers in the county appear to be minor. The proportion of our population that does not speak English is similar to the state and other comparison counties.
- Most people moving out of the county are in the 18-24 (college) age group with only about one in ten people in the 30-34 age group moving back after college.
- Almost every age group (except 30-34) under the age of 50 saw net negative migration over the past 5 years. Most people migrating into the county are age 60 and above.
- The infant mortality rate among African Americans is twice that of our White population.
- One in four residents is obese, physically inactive, a smoker, or lives in a food desert.

**Where and How We Live** – Changes in our households, housing stock, ownership, recent construction patterns, and property values:

- One in four households consists of one person living alone.
- Seventy-one percent of all housing units in the county are single-family (site built), 19% are mobile homes and 10% are multi-family (apartments).
- Renters are far more likely to migrate out of the county - tying into higher vacancy rates on multi-family units and declining multi-family building permit activity in the past several years.
- New home values are disproportionately low versus comparison counties and the state average. The gap between median home values in the county and the rest of the state is widening which may impact tax revenue needed to fund programs for our aging population.



**RANDLEMAN LAKE**

- Building permits for residential construction in the county have fallen sharply since 2007.

**Where and How We Learn and Work** – Changes in our education levels, labor force, jobs, major industries, income, and poverty levels:

- Randolph County is gaining residents without a high school diploma, and losing residents with bachelor's degrees or higher.
- Non-public school enrollment has doubled in the past 15 years, especially homeschooling which has quadrupled in the past 20 years.
- Randolph County and Asheboro City Schools both have lower proportions of high school kids considered "college and career ready" than the state average.
- The county has a lower proportion of high school grads and residents with either a bachelor's or master's degree than all comparison counties in NC and the US.
- Only 47% of our Hispanic population has graduated from high school compared with 78% of the county's total population.
- Randolph County's unemployment rate has fallen to pre-2007 recession levels while its labor force has declined. The number of wage & salary jobs in the county has declined by 7% in the past 10 years while the number of those jobs in NC has increased by 7.4%. These factors may signal that many longer-term unemployed residents have stopped looking for jobs in the county or dropped out of the county's labor force.
- Over half of our county's labor force (54%) commutes to other counties – 32% to Guilford.
- Income in Randolph County is lower than the state and comparison areas. The gap between state per capita income and Randolph County per capita income is widening, particularly in the past 10 years;
- Per capita income of our Hispanic population (\$10,900) is half of the per capita income of the total population (\$20,525).
- One in four children and one in three preschool-age children in the county live in poverty.
- Over the past 10 years the number of Randolph County School children receiving free or reduced lunch has increased from 42% to 57% while Asheboro City School system children receiving free or reduced lunch has increased from 52% to 76%.



**VOLUNTARY AGRICULTURAL DISTRICT FARM**

**How We Are Served** – A range of information on government and non-governmental services, facilities and infrastructure impacting our county's health, safety and well-being. To provide greater context, much of the county information in this report is presented in conjunction with U.S. and North Carolina averages,

along with information from five comparison counties: Catawba, Davidson, Guilford, Iredell and Johnston. In addition, an Executive Summary is provided to highlight major health, safety and well-being data and to help Steering Committee members identify key strategic issues to be addressed through the planning process:

- From 2009 to 2015 the NC Coalition to End Homelessness documented an average of 45 homeless individuals in annual point-in-time counts in Randolph County.
- The county's ratio of physicians to population is below the state average and decreasing.



**CREEKSIDE PARK, CITY OF ARCHDALE,  
CREDIT: HEART OF NC VISITORS BUREAU**



- Approximately 25,000 county residents (18%) are uninsured.
- Nearly 40,000 county residents were served by the Department of Social Services in FY2015.
- Multiple recreational opportunities are available including local parks and trails, camps, the Uwharrie Mountains, and the NC Zoo.
- Fire Departments had an average response ratio of 7 minutes 14 seconds for nearly 10,000 calls in 2014.
- County crime rates are declining but not as precipitously as the state.
- Public transportation available to county residents: RCATS and PART.
- Randolph County has had a significant number of moderate air quality days since 1999.
- The highest density of septic repair permits is located in Archdale and Trinity.
- All public water systems in the county have, on average, 60% of their capacity remaining.
- All public waste treatment plants have, on average, 60% of their capacity remaining.



**PISGAH COVERED BRIDGE, CREDIT: AMANDA VARNER**

# **SUMMARY OF RECOMMENDED GOALS**

## **PUBLIC HEALTH GOALS**

### **A. OVERALL PUBLIC HEALTH GOALS**

- GOAL #1: Improve access to health and wellness within Randolph County by reducing barriers.
- GOAL #2: Increase education for Randolph County residents related to Health and Wellness knowledge.
- GOAL #3: Create an environment to attract and retain quality health care professionals in Randolph County.
- GOAL #4: Increase communicable disease preparedness and awareness.

### **B. COMMUNITY HEALTH**

- GOAL #1: Decrease obesity within Randolph County among all residents.
- GOAL #2: Increase physical activity of Randolph County residents.
- GOAL #3: Decrease the use of tobacco by the residents of Randolph County.
- GOAL #4: Decrease the transmission of infectious and communicable diseases among Randolph County residents.
- GOAL #5: Provide Randolph County residents greater access to parks, trails, and other recreation/exercise opportunities.

### **C. MENTAL HEALTH CRISIS INTERVENTION, SUBSTANCE ABUSE & ADDICTION**

- GOAL #1: Save lives from suicides, overdoses and homicides that are a result of mental health, substance abuse and/or addiction conditions.
- GOAL #2: Reduce the stigma of mental health, drugs, and substance abuse illnesses.

### **D. SOCIAL SERVICES & MEDICAID**

- GOAL #1: Increase accessibility to Medicaid services to ensure citizens who are eligible can get their preventative and ongoing care, thereby reducing overuse of emergency rooms for chronic medical conditions.
- GOAL #2: Ensure each Medicaid client chooses a primary care provider through the Carolina Access Program administered through Department of Social Services.

## **PUBLIC SAFETY GOALS**

### **A. HUMAN SERVICES**

- GOAL #1: Improve response to mentally ill crisis events and provide long-term mental health services and treatment.
- GOAL #2: Reduce jail overcrowding, particularly in female populations and provide jail space for special populations.
- GOAL #3: Improve or create advocacy and crime prevention programs.
- GOAL #4: Anticipate demographic changes in the county and ensure providers are prepared to respond.
- GOAL #5: Improve communication and education among agencies, businesses and the public.

### **B. EMPLOYEE TRAINING AND RETENTION**

- GOAL #1: Build resources around certification and training requirements for law enforcement, fire, emergency and other public safety entities.

GOAL #2: Attract and retain public safety employees and volunteers.

### **C. JUVENILE CRIME PREVENTION**

GOAL: To provide early interaction with at-risk, court involved, and court diverted youth that ensures accountability for actions and provides opportunities to improve decision making, coping, and stress management skills.

### **D. FIRE SERVICE**

GOAL #1: Improve communication and training opportunities by focusing on coordinated response by impacted Randolph County emergency service providers (fire, EMS, 9-1-1, rescue agencies, Public Health, Emergency Management and law enforcement agencies).

GOAL #2: Provide volunteer fire departments with County Emergency Services coordinated training and operation standards that create opportunities to maximize response capabilities while ensuring that incidents involving multiple emergency response agencies do not have uncertainty as to which providers are qualified to perform tasks that may be delegated by incident commanders.

GOAL #3: Address the issue of a decline in volunteer personnel that has forced many volunteer fire departments to hire part-time or full-time staff to ensure safe and adequate amounts of personnel to respond to emergency situations.

### **E. ENTERPRISE RISK MANAGEMENT**

GOAL #1: The strategic goal of Enterprise Risk Management is to support maximum safety for citizens, employees and visitors of Randolph County by viewing risk anticipation, prevention and mitigation through a wide angle lens that is all encompassing of the whole county (the enterprise) rather than individual stakeholders or benefactors (entities, municipalities, departments, agencies, citizens, visitors).

GOAL #2: Develop the infrastructure to sustain a civil service and public safety job force for Randolph County government that is physically ready to perform essential functions from “hire to retire.”

GOAL #3: Develop the infrastructure within Randolph County government to educate and sustain a work force that is driver ready from “hire to retire” to drive with a safety awareness mentality and to apply defensive driving skills as routine habits while meeting the demands and protocols of public safety/civil service jobs.

GOAL #4: Improve countywide business continuity planning.

### **F. COMMUNITY PARAMEDICINE**

GOAL #1: Reduce dependence on 9-1-1 and Emergency Services for non-emergency conditions by implementing the Randolph County Community Paramedicine Business Plan.

GOAL #2: Determine funding sources to support the community paramedicine program through partnerships with hospitals, healthcare systems, foundations, and others who will be impacted by the health care system.



**MULTI-AGENCY EMERGENCY RESPONSE  
CREDIT: RICKY INGOLD**



## **G. HAZARD MITIGATION PLANNING**

GOAL: Minimize the risk to human life, safety, and property from natural and man-made hazards through implementation of the Randolph County Multi-Jurisdictional Hazard Mitigation Plan.

## **WELL-BEING GOALS**

### **A. GROWTH MANAGEMENT**

- GOAL #1: Preserve and strengthen our county's unique and authentic natural, cultural and recreational assets to retain and attract residents and visitors (e.g. Seagrove area potteries, Uwharrie Mountains, Randleman Lake, NC Zoo).
- GOAL #2: Establish a coordinated process between the County and its municipalities to design, fund and develop infrastructure to serve key growth areas.
- GOAL #3: Support existing and prospective businesses and industries in order to provide excellent opportunities for quality jobs and business development.
- GOAL #4: Promote responsible growth management policies to protect the quality of our environmental resources.



**MAIN STREET GRILL (STALEY)**  
**CREDIT: HEART OF NC VISITORS BUREAU**

### **B. AGRICULTURE**

- GOAL #1: Ensure County policy supports and enhances the ability of agriculture to continue to be a strong and viable component of the economy.
- GOAL #2: Enhance the ability of farmers to produce and market their products through organizational networks and infrastructure.
- GOAL #3: Promote educational programs about the benefit of agriculture as a profession that are targeted toward the younger population.

### **C. ECONOMIC DEVELOPMENT**

- GOAL #1: Enhance the economic well-being of our county's residents and communities by actively investing in a dynamic and diversified local economy, including support of existing industries and businesses.
- GOAL #2: Expand the county's portfolio of available, shovel-ready industrial sites.
- GOAL #3: Develop innovative, coordinated, consistently aligned communications and marketing approaches outside of the county that promote our area and attract new people and businesses by highlighting our county's strengths, assets, and high quality of life.
- GOAL #4: Build a highly-skilled workforce.



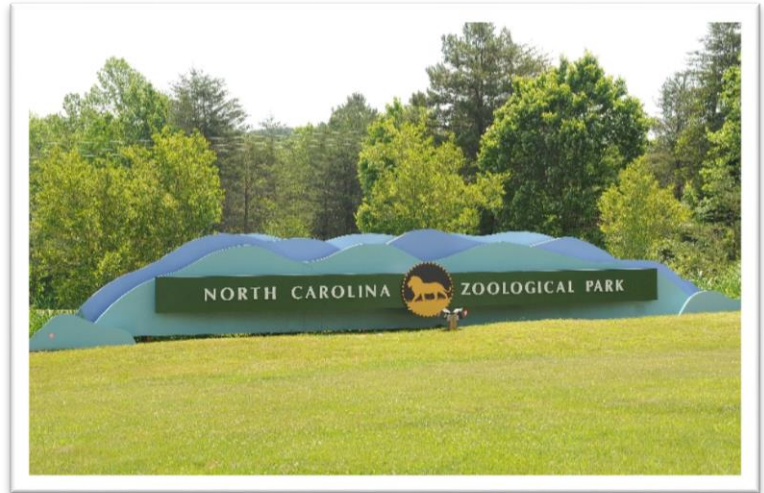
**AMERICHEM**  
**CREDIT: ECONOMIC DEVELOPMENT CORPORATION**

## **D. TOURISM**

GOAL #1: Target and attract visitors, encouraging them to spend more time and money in Randolph County.

GOAL #2: Promote tourism activities and projects that create jobs, generate personal income, and increase tax revenues.

GOAL #3: Ensure that the Randolph County Tourism Development Authority (TDA) remains the official voice for the travel and tourism industry in the county while encouraging all partners to be involved in decisions that impact tourism infrastructure and the visitor experience.



**NORTH CAROLINA ZOOLOGICAL PARK ENTRANCE,  
CREDIT: AMANDA VARNER**

## **E. QUALITY OF LIFE**

GOAL #1: Preserve and improve our county's rich historical, artistic, cultural, natural and recreational resources.

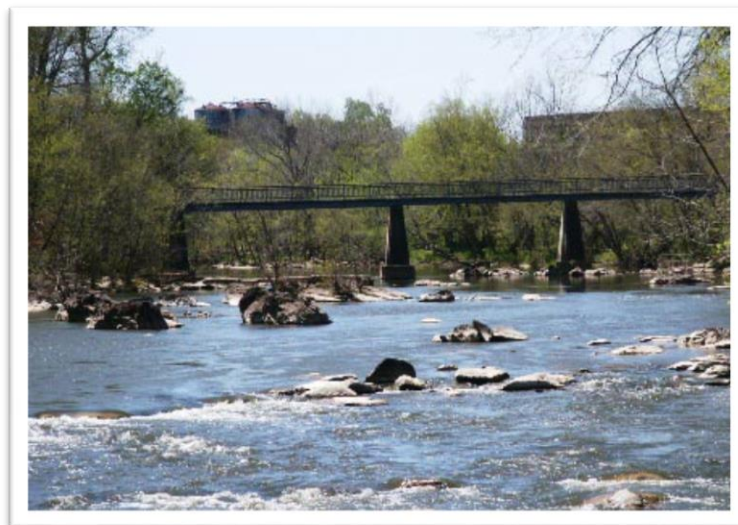
GOAL #2: Encourage educational practices that will lead to an engaged citizenry of lifelong learners who have the ability to change and innovate.

## **F. TRANSPORTATION**

GOAL #1: Support implementation of deviated public transportation fixed-route services for RCATS and PART to serve county and municipal residents.

GOAL #2: Continue to prioritize transportation projects to secure State Transportation Improvement Program funding along key corridors (e.g. I-85, I-73, I-74, US 421, US 64, NC 49, NC 22, NC 42, NC 705, Norfolk Southern Railroad, etc.).

GOAL #3: Support I-73 and I-74 designations throughout North Carolina and neighboring states.



**DEEP RIVER AT FRANKLINVILLE**

# **PUBLIC HEALTH: VISION, GOALS & STRATEGIES**

## **PUBLIC HEALTH VISION STATEMENT**

*A community that fosters healthy living through collaboration, improved health behaviors, healthy environment and access to healthcare for physical, mental, spiritual, and emotional well-being for everyone in Randolph County.*

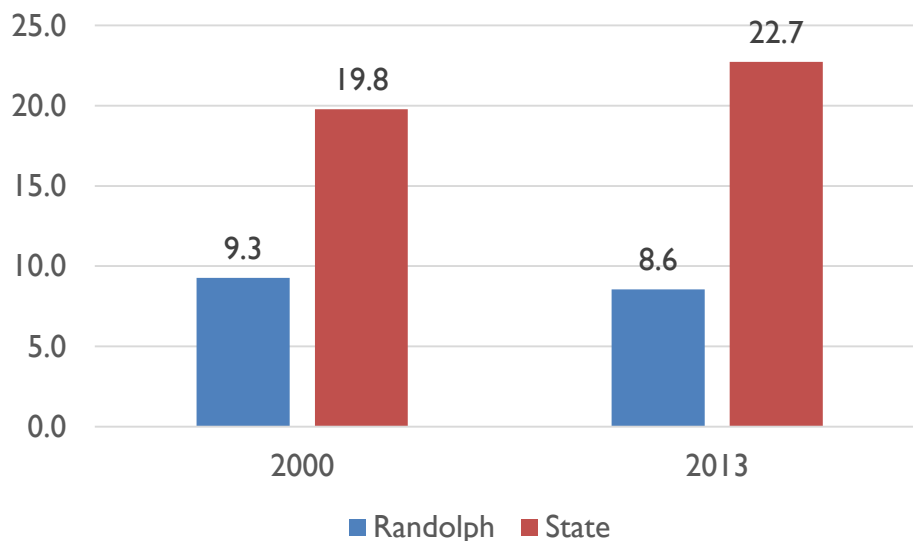
**Sub-Committees:** Community Health, Mental Health Crisis Intervention, Substance Abuse and Addiction, Social Services and Medicaid.

## **GOALS AND STRATEGIES**

### **A. OVERALL PUBLIC HEALTH GOALS**

- GOAL #1:** Improve access to health and wellness within Randolph County by reducing barriers.
- GOAL #2:** Increase education for Randolph County residents related to health and wellness knowledge.
- GOAL #3:** Create an environment to attract and retain quality health care professionals in Randolph County.
- GOAL #4:** Increase communicable disease preparedness and awareness.

**FIGURE 1: TOTAL PHYSICIANS (RATIO PER 10,000 POPULATION) 2000 & 2013**



*(UNC Cecil Sheps Center for Health Services Research, 2015)*

## B. COMMUNITY HEALTH

**GOAL #1: Decrease obesity within Randolph County among all residents.**

**EXAMPLE STRATEGIES:**

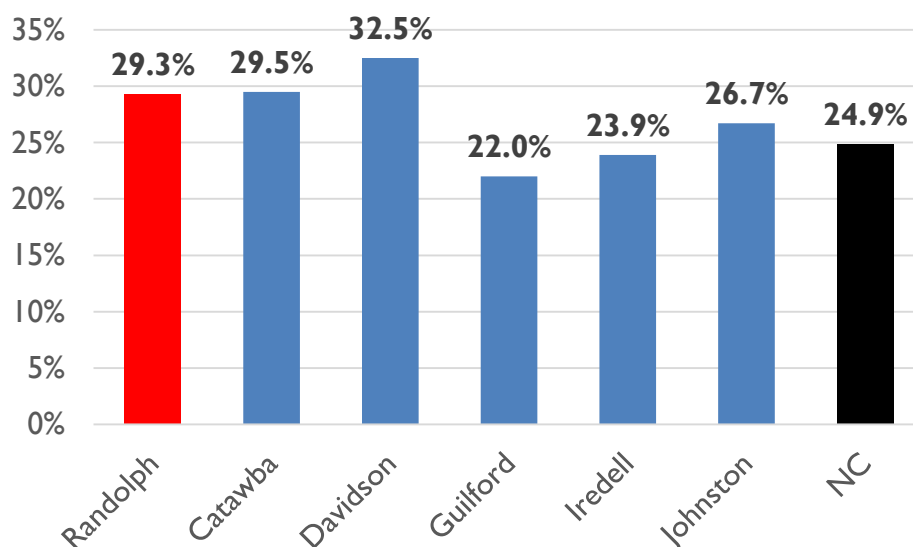
- a. Improve access to healthy foods and beverages by using evidence based practices.
- b. Partner with agricultural stakeholders to form a Randolph County Food Policy Council.

**GOAL #2: Increase physical activity of Randolph County residents.**

**EXAMPLE STRATEGIES:**

- a. Enhance access and availability to parks, recreation and exercise opportunities by using evidence based practices.
- b. Improve efforts to encourage and reward active life styles among all populations.

**FIGURE 2: PERCENT PHYSICALLY INACTIVE ADULTS COMPARISON**

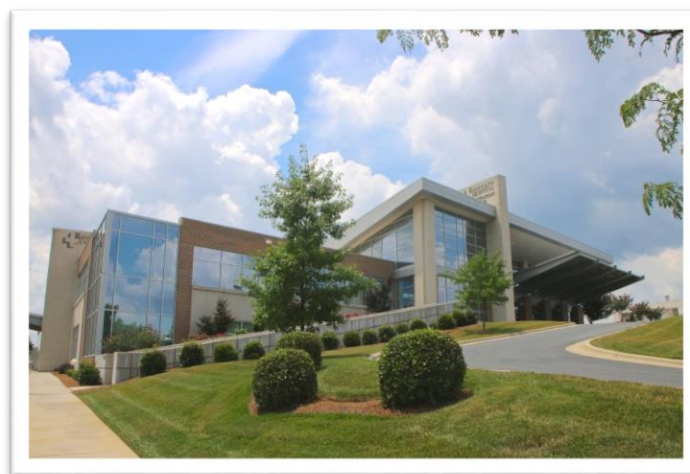


*(County Health Rankings & Roadmaps, 2015)*

**GOAL #3: Decrease the use of tobacco by the residents of Randolph County.**

**EXAMPLE STRATEGIES:**

- a. Strengthen smoke- and tobacco-free policies in Randolph County (e.g. at parks, on governmental grounds).
- b. Encourage partnerships among community groups to identify appropriate best practices by:
  - i. Contacting other communities.
  - ii. Asking community members.
  - iii. Using national community health and

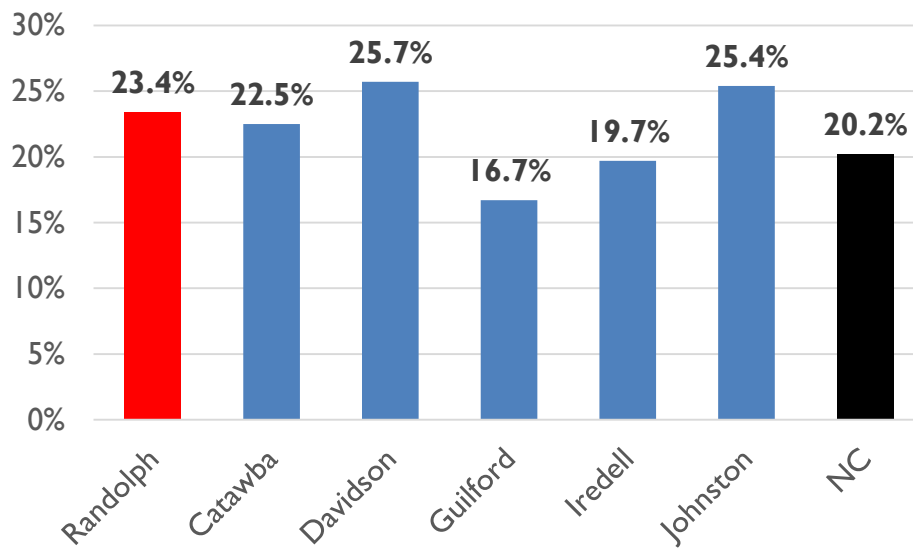


**RANDOLPH HOSPITAL, CREDIT: ELIZABETH HEALEY**

wellness resources focused on youth (e.g. Robert Wood Johnson Community Guide).

- c. Improve Randolph County's community infrastructure related to obesity, physical fitness and tobacco cessation programs by:
  - i. Improving access to parks, recreation and exercise opportunities.
  - ii. Improving access to proper food groups and cooking education.
  - iii. Celebrating and enforcing smoke and tobacco-free zones.
- d. Increase efforts to communicate with Randolph County residents about the resources currently available by determining if:
  - i. Residents are aware of current programs.
  - ii. Residents use current programs.
  - iii. Current programs provide value for residents.
- e. Continuously evaluate and improve action strategies.

**FIGURE 3: PERCENT SMOKER COMPARISON**



*(County Health Rankings & Roadmaps, 2015)*

**GOAL #4: Decrease the transmission of infectious and communicable diseases among Randolph County residents.**

**EXAMPLE STRATEGIES:**

- a. Provide community education regarding emerging infectious diseases, vaccine preventable diseases (need for immunizations and their effectiveness), food-borne illness, vector-borne illness and other communicable diseases.
- b. Develop a process to respond quickly to new diseases.
- c. Maintain a qualified and prepared public health workforce.

**GOAL #5: Provide Randolph County residents greater access to parks, trails, and other recreation/exercise opportunities.**

**EXAMPLE STRATEGY:**

Establish a partnership among the County and its municipalities to leverage funding for parks, trails and recreational opportunities on a countywide basis.



## C. MENTAL HEALTH CRISIS INTERVENTION, SUBSTANCE ABUSE & ADDICTION

**GOAL #1: Save lives from suicides, overdoses and homicides that are a result of mental health, substance abuse and/or addiction conditions.**

### **EXAMPLE STRATEGIES:**

- Conduct countywide stakeholder's meetings involving the emergency department, medical substance abuse counselors, emergency services, law enforcement, fire departments, legal professionals, and family members to work cooperatively in establishing needed countywide policies to save lives (e.g. address the use of Narcan [naloxone] for opioid overdose reversals.)
- Reopen crisis beds within the county and establish a 24/7 crisis center by engaging with partners across Randolph County (e.g. faith communities, Senior Adults Association and other partners to determine and generate funding for a crisis center).

**TABLE 1: TRENDS IN LOCAL MANAGEMENT ENTITY (LME) ADMISSIONS, 2008-2012**

	2008	2009	2010	2011	2012
Number of Admissions	1,380	1,704	2,353	2,281	2,496
Rate per 1,000 population	9.9	12.1	16.6	16.0	17.5
<b>Mental Health Admissions</b>	<b>1,160</b>	<b>1,305</b>	<b>1,777</b>	<b>1,711</b>	<b>1,787</b>
Rate per 1,000 population	8.3	9.3	12.5	12.0	12.5
Developmental Disability Admissions	30	15	32	17	24
Rate per 1,000 population	0.22	0.11	0.23	0.12	0.17
<b>Substance Abuse Admissions</b>	<b>190</b>	<b>384</b>	<b>544</b>	<b>553</b>	<b>688</b>
Rate per 1,000 population	1.4	2.7	3.8	3.9	4.8
Persons Served	5,205	5,489	5,694	6,156	5,788
Admissions by Primary Disability					
Mental Health					76.05%
Developmental Disability					4.01%
Substance Abuse					19.94%

(N.C. Department of Health and Human Services, Division of Mental Health, Developmental Disabilities and Substance Abuse Services, 2015)

**GOAL #2: Reduce the stigma of mental health, drugs, and substance abuse illnesses.**

### **EXAMPLE STRATEGIES:**

- Conduct community education with a variety of public and private organizations (e.g. public schools, Senior Adults Association, Sandhills Center).
- Conduct crisis intervention team training for first responders and community agencies (e.g. Sandhills Center, RCC, NAMI-R).
- Seek countywide inter-agency collaboration based on ongoing programs within organizations (e.g. Project Lazarus & Insight NC).
- Hold educational forums on a variety of issues (e.g. substance abuse, Caregiver College).

*"I give a lot of credit to Strategic Planning for creating an atmosphere where it's okay and even beneficial to talk about these issues that affect so many lives."*

**Ann Shaw, Crisis Intervention Team /  
Mental Health Volunteer**

## **D. SOCIAL SERVICES & MEDICAID**

**GOAL #1:** Increase accessibility to Medicaid services to ensure citizens who are eligible can get their preventative and ongoing care, thereby reducing overuse of emergency rooms for chronic medical conditions.

**EXAMPLE STRATEGIES:**

- a. Install a kiosk in the front lobby of the Department of Social Services and investigate the capacity of medical providers to install additional kiosks to provide client access to self-application.
- b. Determine appropriate staffing levels and office needs for the Department of Social Services to provide improved citizen access to services.



**RANDOLPH COUNTY COURTHOUSE  
CREDIT: RICHARD SCHOENBERGER**

**TABLE 2: DSS CLIENT SUMMARY**

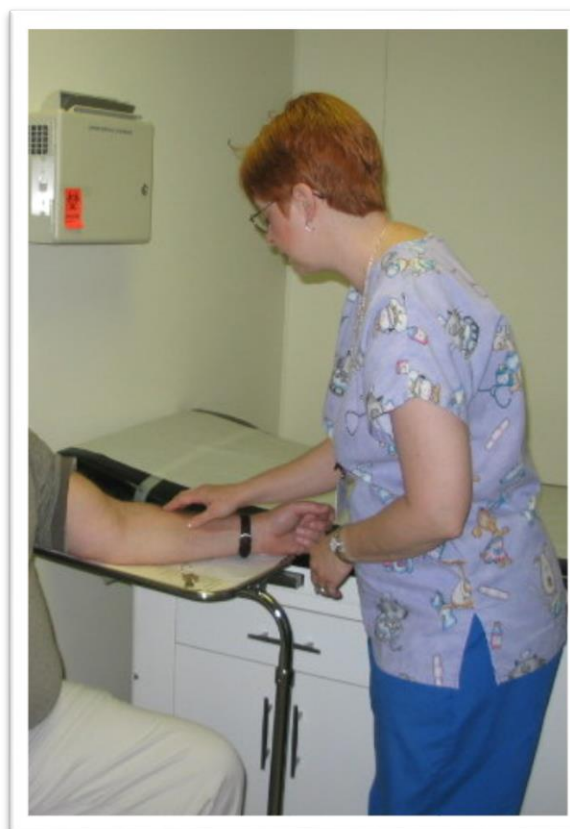
	SFY 2014	SFY 2015
LIEAP Applications	1,729	2,024
LIEAP Funds Paid	\$418,100	\$520,600
CIP Applications	2,368	2,093
CIP Funds Paid	\$468,490	\$491,826
Food & Nutrition Services (Households)	11,821	11,366
Work First (Families)	308	272
Medicaid Individuals	26,378	27,880
Adoptions	17	24
Adult Protective Service Investigations	146	152
Child Protective Service Investigations	1,139	1,017
Subsidized Child Care (Children)	1,125	1,142
Medicaid transportation clients per month	600	840
<b>Total DSS Clients</b>	<b>35,252</b>	<b>39,744</b>

(Randolph County, Department of Social Services, 2015)

**GOAL #2: Ensure each Medicaid client chooses a primary care provider through the Carolina Access Program administered through Department of Social Services.**

**EXAMPLE STRATEGIES:**

- Educate applicants and recipients about the benefits of choosing a primary care provider.
- Provide current list of providers accepting new patients to each applicant/recipient that does not have a primary care physician.
- Utilize available reports from the Division of Medical Assistance to ensure all recipients are enrolled in the Carolina Access Program at each client contact.



**HEALTH DEPARTMENT**



# **PUBLIC SAFETY: VISION, GOALS & STRATEGIES**

## **PUBLIC SAFETY VISION STATEMENT**

*Randolph County Public Safety is a collaborative effort between multiple agencies and jurisdictions to provide law enforcement, emergency medical, fire, family and mental health services necessary for citizens to enjoy a safe environment in which to live and work.*

*In support of public safety, local government shall recognize the importance of building a culture which attracts and retains well-qualified employees and volunteers committed to the protection of life and property.*

*The safety and protection of Randolph County citizens and visitors relies on quality, integrated resources. To accomplish this, Randolph County must foster partnerships between all public safety entities and serve as a leader in developing a communication strategy that ensures all citizens have access to the tools and resources they need.*

**Sub-Committees:** Human Services, Employee Training & Retention, Juvenile Crime Prevention, Volunteer Fire Departments, Enterprise Risk Management, Paramedicine, and Hazard Mitigation Planning.

## **GOALS AND STRATEGIES**

### **A. HUMAN SERVICES**

Randolph County Public Safety is committed to working with service agencies to identify and address underlying social and mental health issues. Mutually agreed upon objectives and open communication between the County and partner agencies can help build a community that proactively addresses these issues and ultimately sees a decrease in violent crimes and jail overcrowding.



**RANDLEMAN FOOD TRUCK RODEO & CONCERT SERIES  
CREDIT: CITY OF RANDLEMAN**

Partners: Law enforcement agencies, emergency medical and fire services, Health Department, Crisis Intervention Team and Mobile Crisis Unit, Daymark Recovery Services, Department of Social Services, primary care doctors, health service providers, faith-based communities, Randolph Community College, all public schools, Piedmont Triad Regional Councils' Rural Planning Organization (RPO) and Area Agency on Aging (AAA), citizen advocates, and surrounding counties.

**GOAL #1: Improve response to mentally ill crisis events and provide long-term mental health services and treatment.**

**TABLE 3: TRENDS IN LOCAL MANAGEMENT ENTITY (LME) ADMISSIONS, 2008-2012**

	2008	2009	2010	2011	2012
Number of Admissions	1,380	1,704	2,353	2,281	2,496
<i>Rate per 1,000 population</i>	9.9	12.1	16.6	16.0	17.5
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Substance Abuse					19.94%

(N.C. Department of Health and Human Services, Division of Mental Health, Developmental Disabilities and Substance Abuse Services, 2015)

**EXAMPLE STRATEGIES:**

- Improve case management for patients by building a robust partnership among mental health agencies and develop a communication plan to ensure rapid treatment and long term improvement.
- Improve screening for mental health cases and develop or support intervention and prevention programs that can prevent progress of the disease, control symptoms, and improve outcomes of mental illness.
- Provide Crisis Intervention Training for public safety professionals.
- Support and strengthen the Mobile Crisis Unit (MCU) program to provide on-scene evaluation, treatment and crisis intervention in the county.
- Investigate developing community commitment focused on mental illness treatment options & substance abuse.
- Advocate for changes in state policy and funding mechanisms, particularly regulations which prevent caregivers from understanding a patient's medical history.
- Support active partnerships with law enforcement, emergency medical and fire services, Health Department, County Crisis Intervention Team and Mobile Crisis Unit, Daymark Recovery Services, Department of Social Services, primary care doctors, health service providers, faith-based communities, Randolph Community College, public schools, Piedmont Triad Regional Council Rural Planning Organization (RPO) and Area Agency on Aging (AAA), citizen advocates, and surrounding counties.

**GOAL #2: Reduce jail overcrowding, particularly in female populations, and provide jail space for special populations (e.g. mentally ill, sex offenders, etc.).**

**EXAMPLE STRATEGIES:**

- Develop a "mental health court" or other alternative court program for special needs populations.
- Establish a crisis drop-off center.
- Renovate and expand existing County jail to accommodate additional prisoners (particularly female and special populations).

### **GOAL #3: Improve or create advocacy and crime prevention programs.**

#### **EXAMPLE STRATEGIES:**

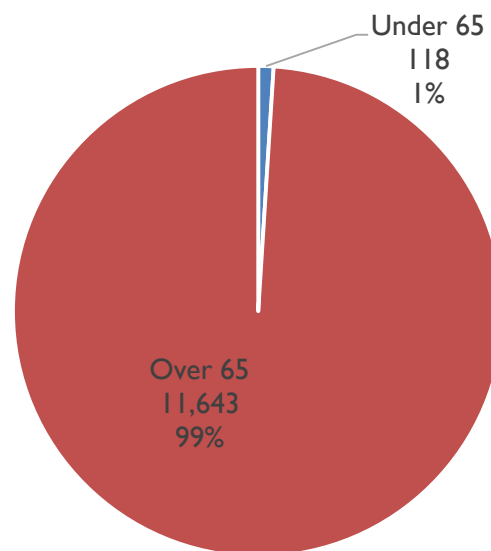
- a. Coordinate and collaborate with community partners to raise awareness and education of advocacy within new initiatives and crime prevention programs.
- b. Coordinate and collaborate with community partners to identify barriers to programs.
- c. Reinstate or establish community programs. (e.g. Big Brothers/Big Sisters, Community Watch, safety programs for the elderly, etc.).
- d. Continue to improve community policing to enhance trust between communities and law enforcement.
- e. Strive to eliminate domestic and family violence.

### **GOAL #4: Anticipate demographic changes in the county and ensure providers are prepared to respond.**

#### **EXAMPLE STRATEGIES:**

- a. Reach out to local entities to account for “on the ground” demographic changes.
- b. Partner with Adult Protective Services to improve programming to prevent fraud, scams, and exploitation in senior and adult special needs populations.
- c. Investigate “College for Caregivers” and other programs that provide basic training and information for caregivers.

**FIGURE 4: POPULATION GROWTH BY AGE GROUP, 2015 TO 2035**



*(N.C. Office of State Budget and Management, 2015)*

### **GOAL #5: Improve communication and education among agencies, businesses and the public.**

#### **EXAMPLE STRATEGIES:**

- a. Improve workplace education and programming including development of key resources and a distribution strategy.
- b. Develop methods to overcome language barriers.
- c. Improve interagency collaboration (hospital, etc.).
- d. Provide interagency training and education (court system).
- e. Sponsor quarterly events to earn continuing education credits.

- f. Improved outreach using new technologies (text and phone systems).
- g. Utilize social media including Facebook, Twitter, Instagram, Blogger, etc.
- h. Provide traditional outreach at community events, libraries and other public facilities.

**TABLE 4: LANGUAGE (COMPARISON AREAS), 2013**

	<b>SPEAK ONLY ENGLISH</b>	<b>SPEAK SPANISH</b>	<b>SPEAK OTHER LANGUAGES</b>	<b>SPEAK ENGLISH LESS THAN "VERY WELL"</b>
<b>Randolph</b>	<b>89.4%</b>	<b>9.1%</b>	<b>1.5%</b>	<b>5.0%</b>
Catawba	89.1%	7.1%	3.8%	5.4%
Davidson	92.4%	5.8%	1.9%	3.7%
Guilford	87.5%	6.1%	6.4%	5.9%
Iredell	91.4%	6.0%	2.6%	3.4%
Johnston	87.9%	11.1%	1.1%	6.7%
North Carolina	89.1%	7.3%	3.6%	4.8%
United States	79.3%	12.9%	7.9%	8.6%

*(U.S. Census Bureau, American Community Survey 5-year Estimates, 2009-2013)*

## **B. EMPLOYEE TRAINING AND RETENTION**

Public safety agencies across Randolph County have progressively been asked to do more work with fewer resources. In addition to funding shortages, departments are facing diminishing sources of recruitment, increasing causes for attrition, and broadening responsibilities. Through developing a consistent pay scale across the county, improving communications between departments, and expanding cross-training opportunities/recruitment strategies, Randolph County Public Safety will provide an exceptional level of service to its citizens.

**GOAL #1: Build resources around certification and training requirements for law enforcement, fire, Emergency Services and other public safety entities.**

### **EXAMPLE STRATEGIES:**

- a. Develop advanced certification measurement and reward systems.
- b. Provide cross-training among public entities including restraint control and self-defense training.

Partners: Law enforcement agencies, emergency medical agencies, fire services, Health Department, Daymark Recovery Services, and Department of Social Services.

**GOAL #2: Attract and retain public safety employees and volunteers.**

### **EXAMPLE STRATEGIES:**

- a. Conduct a countywide pay and classification study for safety professionals.
- b. Measure public safety and discretionary requirements detailing market and internal value performance and duties.
- c. Improve staff liability and protection.
- d. Investigate incentive programs to encourage continuing education for safety professionals.

## **C. JUVENILE CRIME PREVENTION**

Through the Juvenile Crime Prevention Task Force, Randolph County will decrease and prevent youth's need for future involvement in the juvenile justice court system, increase graduation

rates and improve social skills. Preventative programming will help youth develop the life and decision making skills necessary to becoming a successful adult.

Coordination between multiple public agencies is critical to achieving the strategic goal of reducing juvenile crime. The Juvenile Day Reporting Center must work closely with the court system, Randolph County and Asheboro City School systems, Department of Social Services, Asheboro Police Department, Randolph County Sheriff's Office, N.C. Department of Public Safety Division of Juvenile Justice, mental health associations, and other related public agencies to ensure alignment of juvenile crime prevention resources.

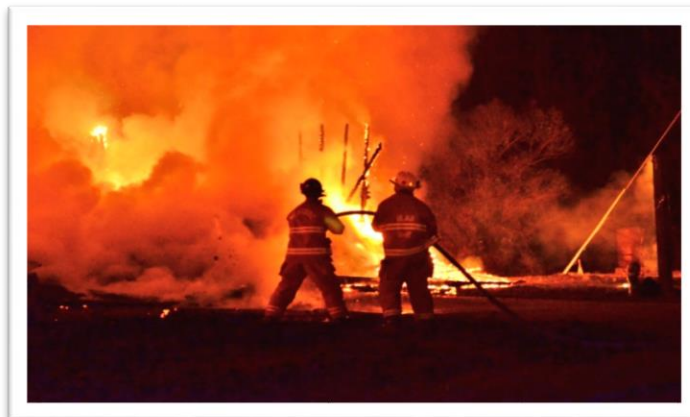
**GOAL: To provide early interaction with at-risk, court involved, and court diverted youth that ensures accountability for actions and provides opportunities to improve decision making, coping, and stress management skills.**

**EXAMPLE STRATEGIES:**

- a. Ensure that at-risk and court involved youth ages nine to seventeen have access to evidenced-based curriculums focused on general social skills, anger management and drug resistance skills.
- b. Ensure active programs like "Teen Court" are provided for first time offenders.
- c. Ensure programs promote accountability through community service and restitution.
- d. Provide psychological assessments for court involved youth.
- e. Promote and provide evidenced based curriculum for families to teach appropriate ways of handling discipline in the home, and encouraging positive family relationships.
- f. Ensure transportation is available to families and program participants.
- g. Identify funding sources and treatment options for the expected increase in youth with mental health needs and substance abuse addictions.
- h. Ensure programming and available staffing can provide for the expected increase in the number of juveniles referred to the Juvenile Day Reporting Center if the limit changes from 16 to 18 years of age for who is considered juvenile in North Carolina.

## **D. FIRE SERVICE**

Fire departments in Randolph County are committed to providing the best quality response and care for the community and its property through prevention, education, and protection from life-altering emergencies. Increasing emergency response demands, replacing and updating equipment regularly, recruiting and retaining personnel, increasing training requirements, and obtaining funding will continue to challenge fire departments and their ability to support safe and effective service. When accomplished, these strategies will improve and enhance response times and the quality of service.



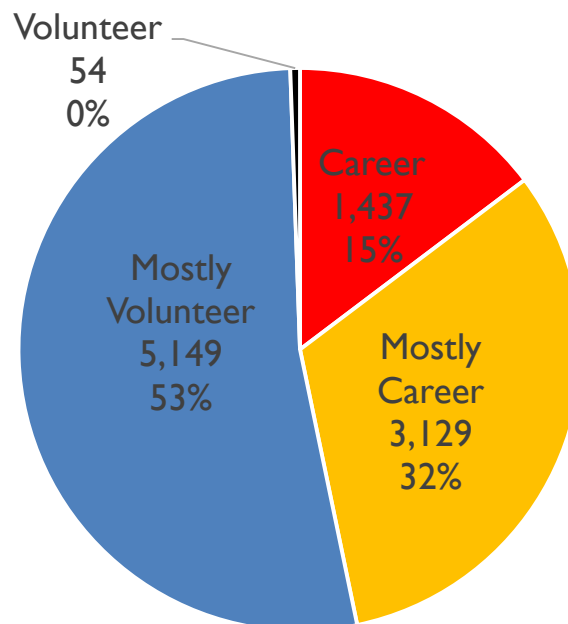
**RANDOLPH COUNTY FIRE DEPARTMENT  
CREDIT: RICKY INGOLD**

**GOAL #1: Improve communication and training opportunities by focusing on coordinated response that impacts Randolph County emergency service providers (fire, EMS, 9-1-1, rescue agencies, Health Department, Emergency Management, and law enforcement agencies).**

**EXAMPLE STRATEGIES:**

- a. The Emergency Services department should serve as facilitator in creating formal avenues of communication between all emergency provider agencies for improved response and on-site operations.
- b. Establish regularly scheduled meetings that involve an opportunity for all fire departments, EMS, 9-1-1, rescue agencies, Health Department, Emergency Management, and law enforcement agencies to communicate and ensure that the most effective use of available resources and guidelines are directed toward coordinated emergency response.
- c. The Randolph County Board of Commissioners should be updated annually on status of communications and operations between fire departments and other agencies.

**FIGURE 5: NUMBER AND PERCENT OF FIRE RESPONSES BY STAFF TYPE, FY14-15**



*(Randolph County, Information Technology Department, 2015)*

**GOAL #2: Provide volunteer fire departments with County Emergency Services coordinated training and operation standards that create opportunities to maximize response capabilities while ensuring that incidents involving multiple emergency response agencies do not have uncertainty as to which providers are qualified to perform tasks that may be delegated by incident commanders.**

**EXAMPLE STRATEGY:**

The Emergency Services Department should facilitate a Fire Chief's Advisory Council that could help develop a countywide fire service standard which could cover areas of emergency training and on-scene identification and accountability.

**GOAL #3: Address the issue of a decline in volunteer personnel that has forced many volunteer fire departments to hire part-time or full-time staff to ensure safe and adequate amounts of personnel respond to emergency situations.**

**EXAMPLE STRATEGIES:**

- a. Explore methods of funding that will ensure adequate staffing and capital needs are met while recognizing that when the rural fire department tax model was established most rural fire departments were volunteer and funding could be primarily directed toward capital equipment purchases and replacement.
- b. Improve volunteer recruitment across the county by effectively promoting recruitment drives, community events and volunteer opportunities using local newspapers, radio stations and TV channels, websites and social media.
- c. Build a resident firefighter program to help meet the growing needs of the fire department and to provide a positive experience, opportunities, and training to young men and women interested in pursuing a career in fire service.
- d. Increase the number of paid staff positions.

Partners: All fire departments within Randolph County, Emergency Services, Health Department, NC Forest Service, Randolph Hospital, and law enforcement agencies.

**E. ENTERPRISE RISK MANAGEMENT**

Enterprise Risk Management is a Randolph County strategic business discipline that supports maximum safety for citizens, employees and visitors by addressing the full spectrum of identified risks and managing the combined impact of those risks as interrelated countywide.

**GOAL #1: The strategic goal of Enterprise Risk Management is to support maximum safety for citizens, employees and visitors of Randolph County by viewing risk anticipation, prevention and mitigation through a wide angle lens that is all encompassing of the whole County (the enterprise) rather than individual stakeholders or benefactors (entities, municipalities, departments, agencies, citizens, visitors).**

**EXAMPLE STRATEGIES:**

- a. Create a countywide Risk Management Advisory Council that integrates enterprise risk management assessment into countywide Public Safety initiatives, responses and recommendations.
- b. Define and develop the structure of the countywide Risk Management Advisory Council by inviting and involving all public safety partners in the process of creating, establishing and defining the group to create countywide buy in and commitment.
- c. Identify communication mechanisms that align countywide public safety resources and maximize utilization.
- d. Form countywide risk assessment processes of checks and balances.

Partners: All Randolph County public safety responders, partners, municipalities and education systems.

**GOAL #2: Develop the infrastructure to sustain a civil service and public safety job force that is physically ready to perform essential functions from “hire to retire.”**

**EXAMPLE STRATEGIES:**

- a. Create a countywide Public Safety Job Ready Program.
- b. Develop, support and promote an infrastructure (system) of service providers, resources and tools to sustain a Public Safety Job Ready Program by implementing:
  - i. Pre-employment post-offer screenings



- ii. Prevention programming
- iii. Functional job descriptions
- iv. Job analysis
- v. Early intervention
- vi. Continual ergonomic and safety assessment
- vii. Safety technique training
- viii. Management of high risk population (during a workers comp case)
- ix. Functional capacity evaluations after work and personal injury
- x. Encourage the rehabilitation process
- c. Align service providers, resources and education systems to maximize connectivity and utilization within the County.
- d. Form focus groups made up of employees who are in public safety jobs seeking their input and insight.
- e. Identify, access and utilize multiple avenues of funding sources.
- f. Include the faith based partnerships in caring for our public safety workforce.

Partners: Community partners include but are not limited to identified medical providers, occupational and vocational specialists, education systems, human resources specialists, employment law advisors, workers comp specialists, and faith based partners.

**GOAL #3: Develop the infrastructure to educate and sustain a work force that is driver ready from “hire to retire” to drive with a safety awareness mentality and to apply defensive driving skills as routine habits while meeting the demands and protocols of public safety/civil service jobs.**



**RCC CONTINUING EDUCATION & INDUSTRIAL CENTER**  
CREDIT: RCC / KRIS IULIAN

#### **EXAMPLE STRATEGY**

Develop a County Employee Road Ready Program by implementing:

- i. Initial and ongoing driver skill training course for all county drivers who drive as an essential function of their job;
- ii. A State-accredited Driver Safety skill course/curriculum for all County drivers;
- iii. Initial and ongoing environmental and location/surroundings safety awareness training branching out to include pedestrian walkway/roadway safety;
- iv. Driver network (panel) to provide input on recognized hazards and recommend corrective measures;
- v. Pedestrian network panel to provide input on recognized hazards of county building parking lots and outside parameter walkways connect existing and create new instructional, on the job and controlled environment or simulation instruction for all county jobs requiring driving as an essential job function; and
- vi. Connect existing and create new instructional, on the job and controlled environment or simulation instruction for all county jobs requiring driving as an essential job function.

Partners: Include but are not limited to Randolph County public safety partners, municipalities, transportation professionals (state and local), employees performing the jobs, defensive driving programs, education resources, safety committees, safety professionals.



#### **GOAL #4: Improve countywide business continuity planning.**

##### **EXAMPLE STRATEGIES:**

- a. Identify and develop resources, partnerships and mechanisms of creating and defining business continuity plans for all county operations that must sustain essential business operations when uncontrollable events impact the county; and
- b. Connect and align existing plans and resources for maximum accessibility and utilization.

Partners: Include but are not limited to Randolph County public safety partners, municipalities, media outlets, chambers, educational systems, state and federal entities.

#### **F. COMMUNITY PARAMEDICINE**

Many patients do not have access, transportation or the knowledge of how to navigate the medical community and rely on 9-1-1 service for non-emergency conditions. This leads to longer response times, time that may affect patient transfer time to the emergency department and has a direct impact on patient care and cost. The community paramedic program will identify these patients and work with them to identify other options than 9-1-1 for routine medical care. This will ultimately reduce the number of 9-1-1 calls, hospital emergency department visits and hospitalization, effectively easing the medical burden and providing quality patient care. Future mechanisms for reimbursement and fees for service are expectations on a national level.



**RANDOLPH COUNTY EMS**

#### **GOAL #1: Reduce dependence on 9-1-1 and Emergency Services for non-emergency conditions by implementing the Randolph County Community Paramedicine Business Plan.**

##### **EXAMPLE STRATEGIES:**

- a. Integrate community paramedics into the local system of care and reduce the use of EMS services to non-emergent 9-1-1 calls.
- b. Provide trained community paramedics to care for patients at home or in other non-urgent settings outside of a hospital under the supervision of a physician.
- c. Ensure community paramedics apply their training, experience and skills in “non-traditional” community-based environments (outside the usual emergency response/transport model).
- d. Ensure community paramedics practice within an “expanded role” (working in non-traditional roles using existing skills).
- e. Continue to coordinate with community partners that include but are not limited to Health Department, Randolph Hospital, Department of Social Services, mental health agencies, Hospice, local primary care physicians, Moses Cone Hospital, High Point Hospital and Senior Adults Association.

**GOAL #2: Determine funding sources to support the community paramedicine program through partnerships with hospitals and healthcare systems, foundations, and others who will be impacted by the health care system.**

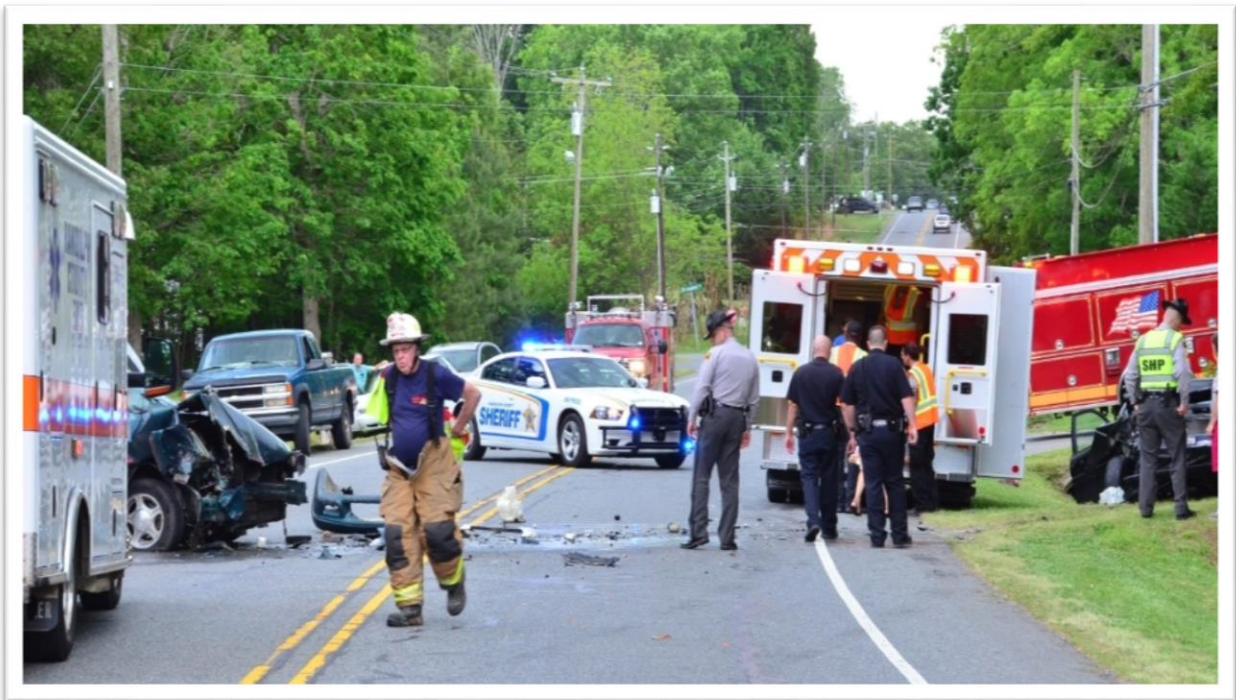
**EXAMPLE STRATEGIES:**

- a. The County Emergency Services Department should establish a committee with representation from hospitals and healthcare systems, Health Department, doctors' offices, Emergency Services, Hospice, home health agencies, and other organizations who will be potentially affected by the penalties of the health care system.
- b. The County Emergency Services Department should apply for foundation grants to supplement funding for the start-up and continuing operational costs of the community paramedic program.
- c. The County Emergency Services Department should provide input to NC Medicaid, Medicare and private health insurance agencies to advocate for future reimbursement for services provided.

Partners: Include but are not limited to the Health Department, Randolph Hospital, Department of Social Services, mental health agencies, Hospice, local primary care physicians, local clinics, Moses Cone Hospital, High Point Hospital and Senior Adults Association.

## **G. HAZARD MITIGATION PLANNING**

Natural and man-made hazards, such as floods, hurricanes, and fires, are a part of the world around us. These hazards pose significant threats to human life, safety, and property. While the threat from hazardous events may never be fully eliminated, there is much we can do to lessen their potential impact upon our community and our citizens. The Randolph Hazardous Mitigation Plan recommends specific actions to minimize hazard vulnerability and protect residents from losses to those hazards that pose the greatest risk.



**EMERGENCY SERVICES, CREDIT: RICKY INGOLD**

**GOAL: Minimize the risk to human life, safety, and property from natural and manmade hazards through implementation of the Randolph County Multi-Jurisdictional Hazard Mitigation Plan.**

**EXAMPLE STRATEGIES:**

- a. Enhance local government capability to lessen the impacts of all natural hazards.
- b. Identify and protect critical services, buildings, facilities, and infrastructure that are at risk of damage due to natural hazards and to undertake cost-effective mitigation measures to minimize loss.
- c. Develop an effective public awareness/education/outreach program for natural hazards the county and municipalities are most likely to experience.
- d. Protect persons and property as well as reduce damage and loss to existing community assets.
- e. Ensure disaster resistant future development.

Partners: City of Archdale, City of Asheboro, Town of Franklinville, Town of Liberty, Town of Ramseur, City of Randleman, Town of Seagrove, Town of Staley, City of Trinity, unincorporated Randolph County, NC DOT, Asheboro City Schools, Randolph County Schools, NC Zoo, Asheboro Community Development, Randolph Community College, NC DOT and others.

# **WELL-BEING: VISION, GOALS & STRATEGIES**

## **WELL-BEING VISION STATEMENT**

*Randolph County well-being is a combination of economic, social, environmental, educational, and cultural opportunities identified by citizens as essential for them to flourish and fulfill their individual potential.*

*In support of community well-being, local government should recognize that sustainable economic growth, environmental protection, educational opportunity, and quality of life can be pursued together as mutually supporting public policy goals.*

*The well-being of the Randolph County community can best be assured by providing opportunities for citizens to develop their talents, celebrating creativity and hard work, and encouraging initiatives for citizens to prosper.*

**Sub-Committees:** Growth Management, Agriculture, Economic Development, Tourism, Quality of Life, and Transportation.

## **GOALS AND STRATEGIES**

### **A. GROWTH MANAGEMENT**

**GOAL #1:** Preserve and strengthen our County's unique and authentic natural, cultural and recreational assets to retain and attract residents and visitors (e.g. Seagrove area potteries, Uwharrie Mountains, Randleman Lake, NC Zoo).

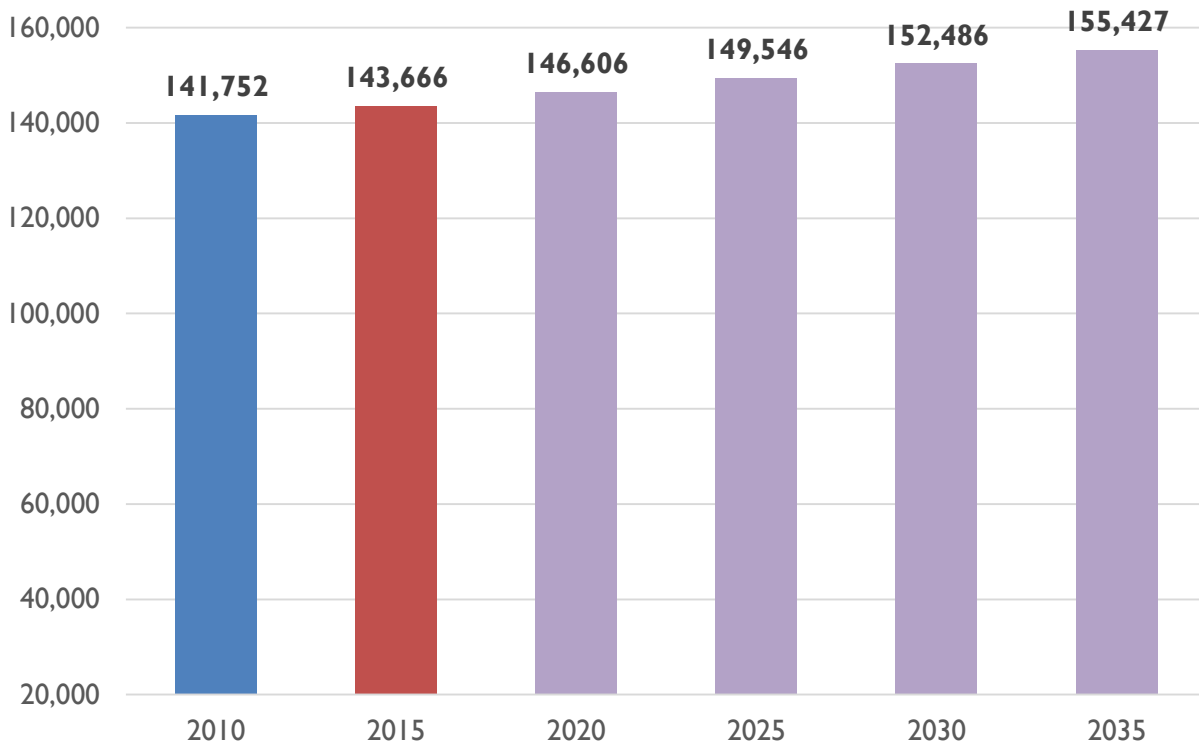
#### **EXAMPLE STRATEGIES:**

- a. Update the County's Growth Management Plan to reflect current development trends.
- b. Develop policies in transition areas, growth areas and future transportation improvement corridors.
- c. Develop growth management policies or regulations to preserve key heritage farms and areas of prime farmland.
- d. Analyze the impact of infrastructure investments on existing agricultural or residential land uses.
- c. Provide opportunities for new development while considering its potential impact on adjoining and long-established land uses.



**POTTERY MADE IN SEAGROVE AREA, CREDIT: JUAN VILLA**

**FIGURE 6: PROJECTED POPULATION**



(N.C. Office of State Budget and Management, 2015)

**GOAL #2: Establish a coordinated process between the County and its municipalities, to design, fund and develop infrastructure to serve key growth areas.**

**EXAMPLE STRATEGIES:**

- Prioritize industrial and commercial sites along key highway growth corridors.
- Extend water and sewer infrastructure to key access points along top-priority highway growth corridors.
- Identify grant resources.
- Coordinate land use plans of the County and municipalities to support top-priority industrial, commercial, and recreational (e.g. NC Zoo, Uwharrie Mountains, Uwharrie Trail and Deep River Trail system) development in designated growth corridors.

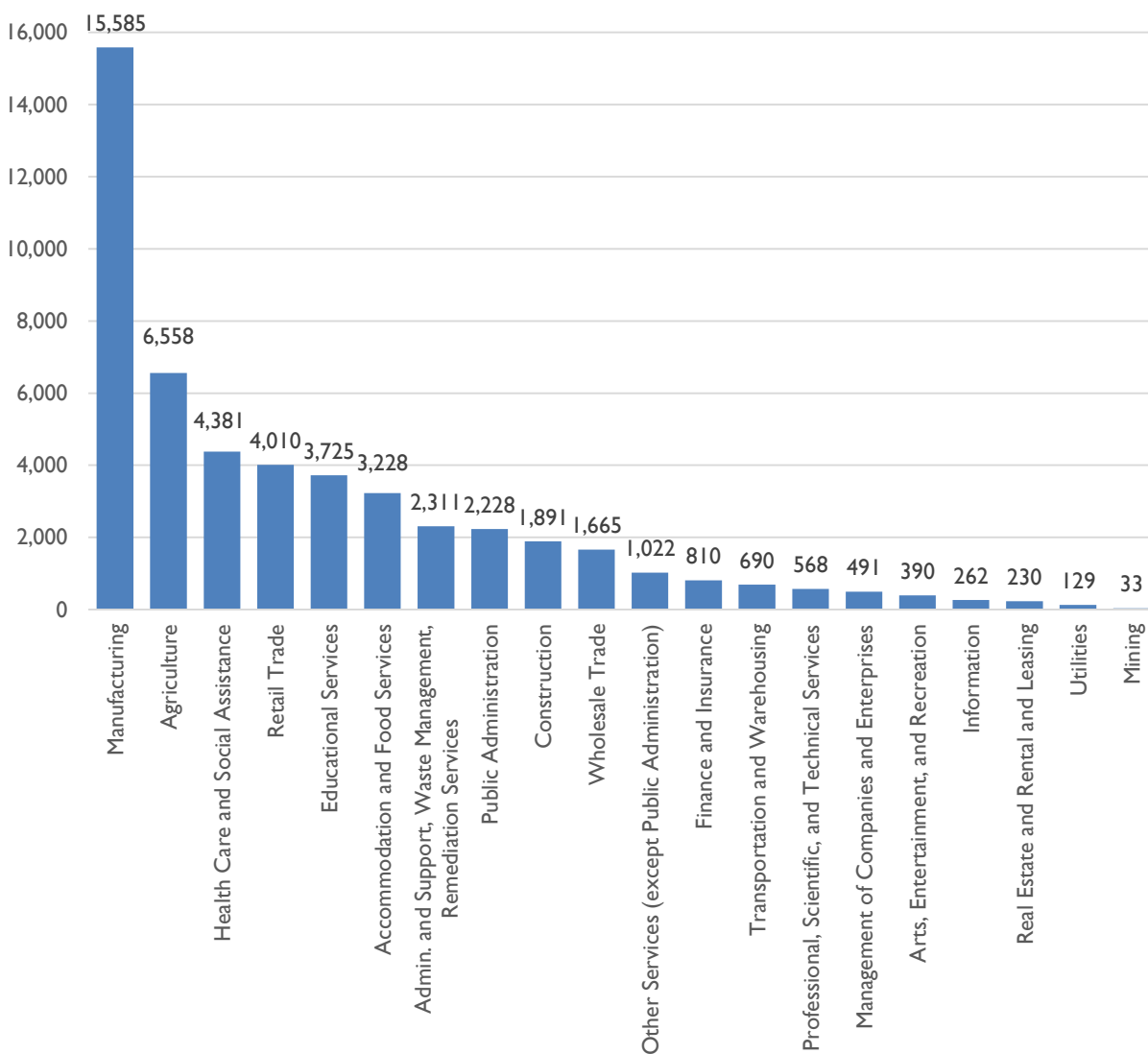
**GOAL #3: Support existing and prospective businesses and industries, in order to provide excellent opportunities for quality jobs and business development.**

**EXAMPLE STRATEGIES:**

- Create coordinated land development planning among the county and municipalities to foster consistent standards for quality growth.
- Coordinate a partnership between the county and municipalities in establishing approved utility service delivery areas and the provision of critical water, sewer and transportation infrastructure in support of planned quality growth throughout the county.
- Evaluate the need for, and interest in, more opportunities for outdoor advertising (including LED billboards).
- Update land use regulations to provide opportunities for business development along the planned US 64 Bypass and Zoo Connector.

- e. Evaluate the potential impact of new development and explore policy and/or regulatory changes to mitigate potential impacts on existing agriculture, natural assets, housing growth, schools, and infrastructure.
- f. Continue to support existing business development and entrepreneurship in applying the County's Growth Management Plan and Zoning Ordinance.

**FIGURE 7: EMPLOYMENT BY INDUSTRY 2014**



(N.C. Department of Commerce, Labor & Economic Analysis Division, 2015) (N.C. State University, Dept. of Agricultural and Resource Economics, 2012)

Note: Agriculture employment data provided by N.C. State University. For all other industries, employment data provided by N.C. Department of Commerce and excludes the following workers: members of the armed forces, self-employed, proprietors, domestic workers, unpaid family workers and railroad workers covered by the railroad unemployment insurance system.

#### **GOAL #4: Promote responsible growth management policies to protect the quality of our environmental resources.**

##### **EXAMPLE STRATEGIES:**

- a. Map prime agricultural resources and key heritage farms to assist in conservation strategies and options for agricultural land preservation.
- b. Review government infrastructure investment policies to align with natural, cultural and agricultural preservation goals and water quality protection goals.



## B. AGRICULTURE

**GOAL #1: Ensure County policy supports and enhances the ability of agriculture to continue to be a strong and viable component of the economy.**

### EXAMPLE STRATEGIES:

- Support farm land preservation and protect agricultural uses from adverse impacts.
- Evaluate the need to update land use regulations to encourage agri-business development to support and enhance current production systems.
- Support small agri-business with resources for value added production of Randolph County agricultural products.



CREDIT: RANDOLPH COUNTY COOPERATIVE EXTENSION

TABLE 5: AGRICULTURE AND AGRIBUSINESS DOLLAR VALUES

INDUSTRY:	INCOME:				SHARE OF COUNTY VALUE-ADDED
	FARMING	MANUFACTURING	WHOLESALE/RETAILING	TOTAL	
Agriculture/Food	\$ 176,479,000	\$ 125,224,386	\$ 50,447,218	\$ 352,150,605	8.3%
Natural Fiber	\$ 0	\$ 107,945,219	\$ 13,913,397	\$ 121,858,616	2.9%
Forestry	\$ 13,300,000	\$ 77,264,226	\$ 3,973,285	\$ 94,537,511	2.2%
All Agriculture/Agribusiness	<b>\$ 189,779,000</b>	<b>\$ 310,433,831</b>	<b>\$ 68,333,900</b>	<b>\$ 568,546,732</b>	<b>13.5%</b>

(N.C. State University, Dept. of Agricultural and Resource Economics, 2012)

**GOAL #2: Enhance the ability of farmers to produce and market their products through organizational networks and infrastructure.**

### EXAMPLE STRATEGIES:

- Build the agricultural infrastructure necessary for farmers to succeed.
- Study the feasibility of a countywide Agricultural Center to host events, support and enhance agricultural education, activities and business development.
- Encourage commercial food processing facilities to support locally grown value-added food products.
- Develop a local foods council to market, network and connect local restaurants and stores with farmers in Randolph County.

**GOAL #3: Promote educational programs about the benefit of agriculture as a profession that are targeted toward the younger population.**

### EXAMPLE STRATEGIES:

- Coordinate vocational educational programs offered by public schools and the community college in order to attract



DOWNTOWN FARMERS MARKET

- future farmers.
- b. Develop a two-year agricultural degree at Randolph Community College to increase the number of young farmers and their success rate.
- c. Market and support FFA and 4-H programs in all schools in Randolph County.
- d. Structure educational programs that support future farmers who may not have access to active farming operations.

## **C. ECONOMIC DEVELOPMENT**

**GOAL #1: Enhance the economic well-being of our county's residents and communities by actively investing in a dynamic and diversified local economy, including support of existing industries and businesses.**

### **EXAMPLE STRATEGIES:**

- a. Support the development of business incubators to encourage entrepreneurial business start-ups and the expansion of locally-owned companies.
- b. Invest in innovative workforce development programs including on-the-job training and apprenticeships to provide higher skill levels needed for modern manufacturing and support services.
- c. Pursue broadband expansion to support existing and new business development, especially advanced manufacturing.
- d. Identify older buildings that no longer meet modern production requirements but provide valuable opportunities for redevelopment into new commercial, office and residential uses.
- e. Enhance the structure of the Randolph County Economic Development Corporation (EDC) and encourage coordination with local chambers of commerce and other economic development entities to improve countywide business and industry recruitment and align existing economic development resources to meet countywide goals.



**RAMSEUR CRUISE IN**

**GOAL #2: Expand the county's portfolio of available, shovel-ready industrial sites.**

### **EXAMPLE STRATEGIES:**

- a. Make strategic infrastructure and site-readiness investments in top-priority and qualified industrial sites throughout the county.
- b. Generate easily accessible presentations of key development products to increase the county's competitive advantage in the highly time-sensitive and risk-averse site location and business growth decision-making process.
- c. Encourage application of grant programs that can leverage and assist municipalities and private investors in paying for site preparation costs.



**POST CONSUMER BRANDS CREDIT: RANDOLPH COUNTY ECONOMIC DEVELOPMENT CORPORATION**



- d. Support municipalities and private investors seeking potential funding partnerships through state and federal grant programs and/or private foundations (e.g. *Duke Site Readiness Program, GoldenLeaf*).

**GOAL #3: Develop and coordinate a communications and marketing approach that is innovative and consistently aligned to promote our area and attract new people and businesses by highlighting the county's strengths, assets, and high quality of life.**

**EXAMPLE STRATEGIES:**

- a. Establish and promote our county's unique identity through branding, agency policies, and marketing.
- b. Recognize, celebrate and actively promote our county's existing strengths and outstanding assets that set it apart and make it highly attractive to a wide variety of existing and new families, children, young adults, retirees and businesses, including our:
  - i. Excellent central southeast location that connects the mountains and the coast making it ideal for hosting and supporting statewide and southeast US events.
  - ii. Excellent system of interstates and other major highways (US 421 and 64).
  - iii. Lower cost of living with lower taxes and fewer regulations.
  - iv. Wide range of housing prospects and accessible transportation corridors.
  - v. Rich historical, artistic, cultural, natural and recreational resources.
  - vi. Unique assets including the North Carolina Zoo, the world's largest natural habitat zoo; and Seagrove, the pottery capital of the United States.
  - vii. Business-friendly environment with fewer regulations to site and operate businesses.
  - viii. Excess county and municipal water and sewer capacity.
  - ix. Status as a right-to-work state.
  - x. Unique and interesting heritage and history.
  - xi. Outstanding and authentic outdoor experiences to serve as a vital component of economic development.
  - xii. Natural and recreational resources and outdoor activities which are especially appealing to millennials.



**LIBERTY ANTIQUES FESTIVAL  
CREDIT: RICHARD SCHOENBERGER**



**NORTH CAROLINA ZOO, CREDIT: BOGDAN VLATKOV**

- c. Create a coordinated web-based communications tool ("Easy Button") highlighting our outstanding quality of life by providing coordinated funding and resources to produce and maintain a high-quality product:
  - i. Link the County's website to "Quality of Life" pages on every partner website including local governments, schools, hospitals, chambers of commerce, and tourism development organizations.
  - ii. Feature testimonials from schools, the hospital, tourism venues, business leaders, and government leaders in Randolph County.
  - iii. Use social media to promote the strengths, assets, and high quality of life.
- d. Use targeted communication strategies to inform recruiters and human resource managers about the quality of life and attractiveness of Randolph County:
  - i. Support public forums to inform target groups and equip community leaders with information about "quality of life" in our county.
  - ii. Provide information packets and digital access with data about schools, housing, recreation, culture, health care, etc.
  - iii. Send e-mail blasts with quality of life announcements and achievements.
- e. Strengthen the county's role as a "hub" around which countywide economic development is promoted to facilitate cooperation among municipalities and chambers of commerce and focus resources on key projects of countywide impact.
- f. Enhance the county's ability to identify and recruit new countywide industrial and business development by expanding its existing economic development recruitment structure, proactive prospective development and marketing efforts.
- g. Explore health and wellness business expansion and recruitment as a viable job-producing economic development component of the Randolph County economy while directly impacting quality of life issues.



**NASCAR DAYS FESTIVAL (RANDLEMAN)**  
CREDIT: RICHARD SHOENBERGER



**BUSH HILL HERITAGE FESTIVAL, ARCHDALE**

- h. Support the NC Zoo's Vision Plan to increase attendance in order to capitalize on the millions of annual visitors to our county.
- i. Explore opportunities to recruit a retail outlet mall/retail center with access to summertime interstate traffic to and from the coast.
- j. Showcase Randolph County as an attractive destination:
  - i. Friendly to families, children and young adults, retirees, entrepreneurs, farmers, businesses, and tourists.
  - ii. Offers high quality schools and job training opportunities.
  - iii. Has livable small-town communities with vibrant, walkable downtowns that promote safe, healthy, and active life styles.
- k. Form a countywide recreation and parks partnership among municipalities and the county to coordinate parks and recreation planning and to leverage funding to assist in recreation projects of countywide significance. This fund could be administered by a new Recreation Commission appointed by County Commissioners.

#### **GOAL #4: Build a highly-skilled workforce.**

##### **EXAMPLE STRATEGIES:**

- a. Support and enhance the county's workforce development and readiness systems including business incubators, apprenticeships, job shadowing, dislocated workers, and on-the-job training programs to develop the workforce and skills necessary to meet the needs of modern manufacturing and business development.
- b. Develop and launch an innovative countywide (internal) communications and outreach campaign to encourage and support county residents (especially young people) to develop the skills necessary to maintain employment in our changing economy.
- c. Develop a work ethic among young people, especially in schools, to prepare them for successful jobs, professional careers, and entrepreneurship.
- d. Address the perception in the younger generation that manufacturing is not a viable or attractive career.
- e. Increase the capacity of the county's workforce training system and promote and familiarize citizens with skilled labor education opportunities such as the *Pathways to Prosperity Program*, a cooperative effort of Asheboro City Schools, Randolph County Schools, and Randolph Community College.
- f. Support Randolph Community College and their workforce development efforts and programs that work with local manufacturers and businesses to identify and fill skills gaps.

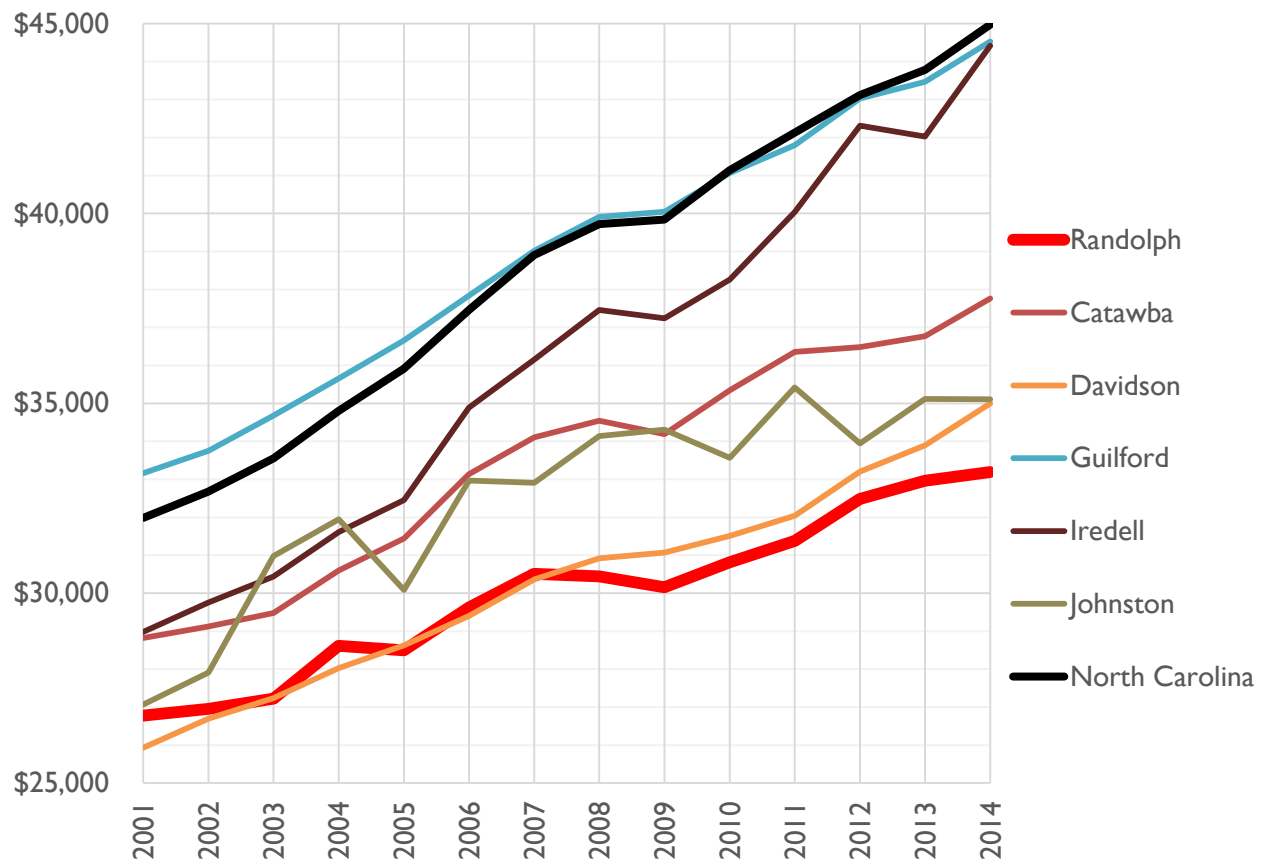
**TABLE 6: POVERTY STATUS BY EDUCATIONAL ATTAINMENT, 2013**

	TOTAL POPULATION	# BELOW POVERTY	% OF POVERTY POPULATION	POVERTY RATE
Population 25 years and over	95,171	13,488	x	14.2%
Less than a high school diploma	20,695	5,090	37.7%	24.6%
High School graduate or equivalent	33,525	4,688	34.8%	14.0%
Some college	27,776	3,222	23.9%	11.6%
Bachelor's degree or higher	13,175	488	3.6%	3.7%

(U.S. Census Bureau, American Community Survey 5-year Estimates, 2009-2013)



**FIGURE 8: AVERAGE ANNUAL WAGE COMPARISON (2001-2014)**



(N.C. Department of Commerce, Labor & Economic Analysis Division, 2015)

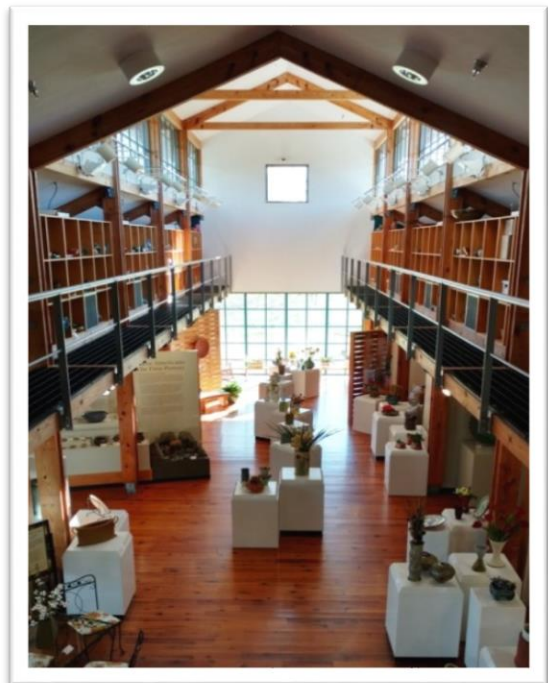
## D. TOURISM

**GOAL #1: Target and attract visitors encouraging them to spend more time and money in Randolph County.**

**EXAMPLE STRATEGIES:**

- Support messaging and marketing strategies that engage identified and changing target audiences increasing visitation and revenues.
- Leverage the I-73/74 Visitor Centers as a key tool for promoting opportunities to those drive-thru visitors.

**GOAL #2: Promote tourism activities and projects that create jobs, generate personal income, and increase tax revenues.**



**NC POTTERY CENTER LOCATED IN SEAGROVE**

### EXAMPLE STRATEGIES:

- Build consensus and strategic alliances that maintain and enhance unique memorable visitor experiences.
- Coordinate tourism marketing efforts amongst all partners in order to unify the brand strategy and best leverage occupancy tax dollars.
- Attract hotel development opportunities, particularly along the I-73/74 corridor.
- Create a consistent positive public image for visitors, the general public, partners and stakeholders, elected officials, the news media, and local citizens.

**TABLE 7: LODGING & OCCUPANCY TAX RATES AND COLLECTIONS FOR COMPARISON COUNTIES**

	Tax Rate 2013	2012 Gross Rev	2012 TDA Net	2011 Gross Rev	2011 TDA Net	2010 Gross Rev	2010 TDA Net
Randolph	5%	\$677,155	\$656,658	\$610,017	\$591,639	\$563,064	\$545,595
Catawba	4-6%*	\$1,313,659	\$1,302,525	\$1,079,133	\$1,067,127	\$1,081,907	\$1,067,127
Davidson	6%*	\$333,903	\$322,000	\$324,309	\$313,243	\$306,135	\$295,523
Guilford	3%	\$9,964,761	\$5,495,626	\$9,188,850	\$5,083,283	\$8,650,029	\$4,796,837
Iredell	4-5%*	\$1,492,753	\$884,834	\$1,350,997	\$789,866	\$1,257,011	\$714,580
Johnston	3%	\$872,616	\$831,283	\$798,544	\$753,416	\$824,131	\$782,235
North Carolina	0-6%	\$165,574,730	\$89,371,635	\$160,636,605	\$94,652,562	\$149,314,469	\$86,334,796

\*Select Municipalities Only

(N.C. Department of Revenue, Local Government Division, 2015)

**GOAL #3: Ensure that the Randolph County Tourism Development Authority (TDA) remains the official voice for the travel and tourism industry in the county while encouraging all partners to be involved in decisions that impact tourism infrastructure and the visitor experience.**

### EXAMPLE STRATEGIES:

- Maintain positive working relationships between the Board of County Commissioners, TDA Board of Directors, city and town councils as well as local, regional, state and national elected officials.
- Publicize statistical travel information that can be used by consumers, partners and stakeholders, residents and potential residents.



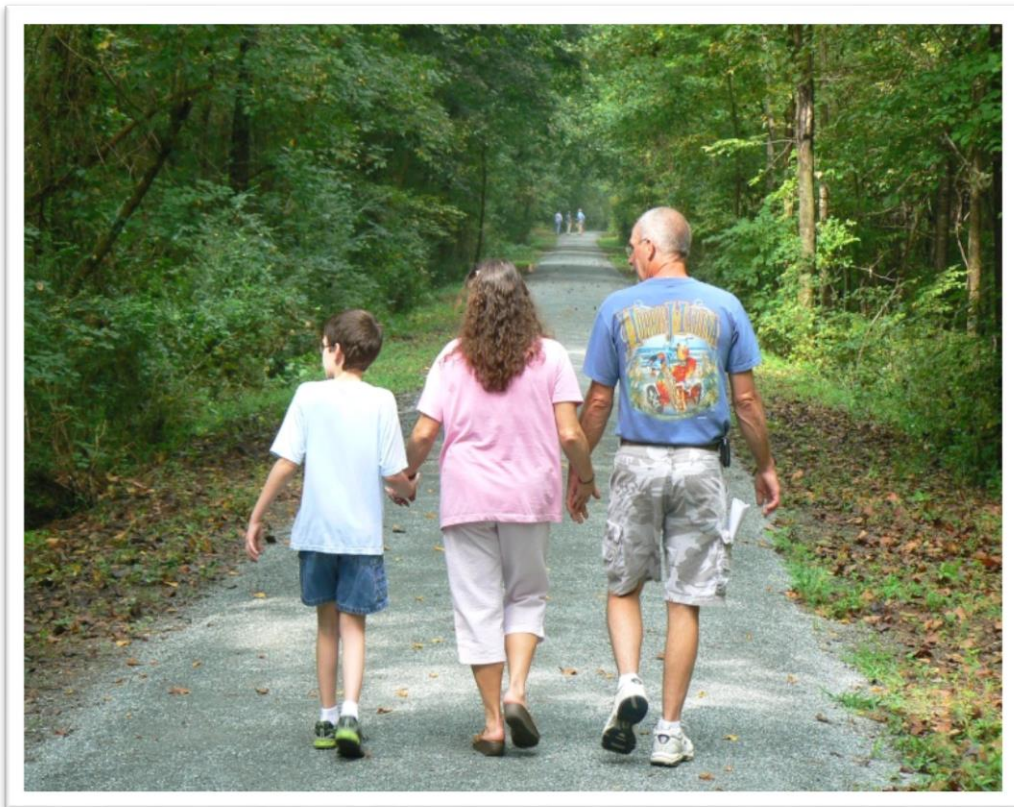
**PIGS & PEDALS / CRITERIUM BIKE RACE,  
CREDIT: ASHEBORO / RANDOLPH CHAMBER OF COMMERCE**

## **E. QUALITY OF LIFE**

**GOAL #1: Preserve and improve our county's rich historical, artistic, cultural, natural and recreational resources.**

### **EXAMPLE STRATEGIES:**

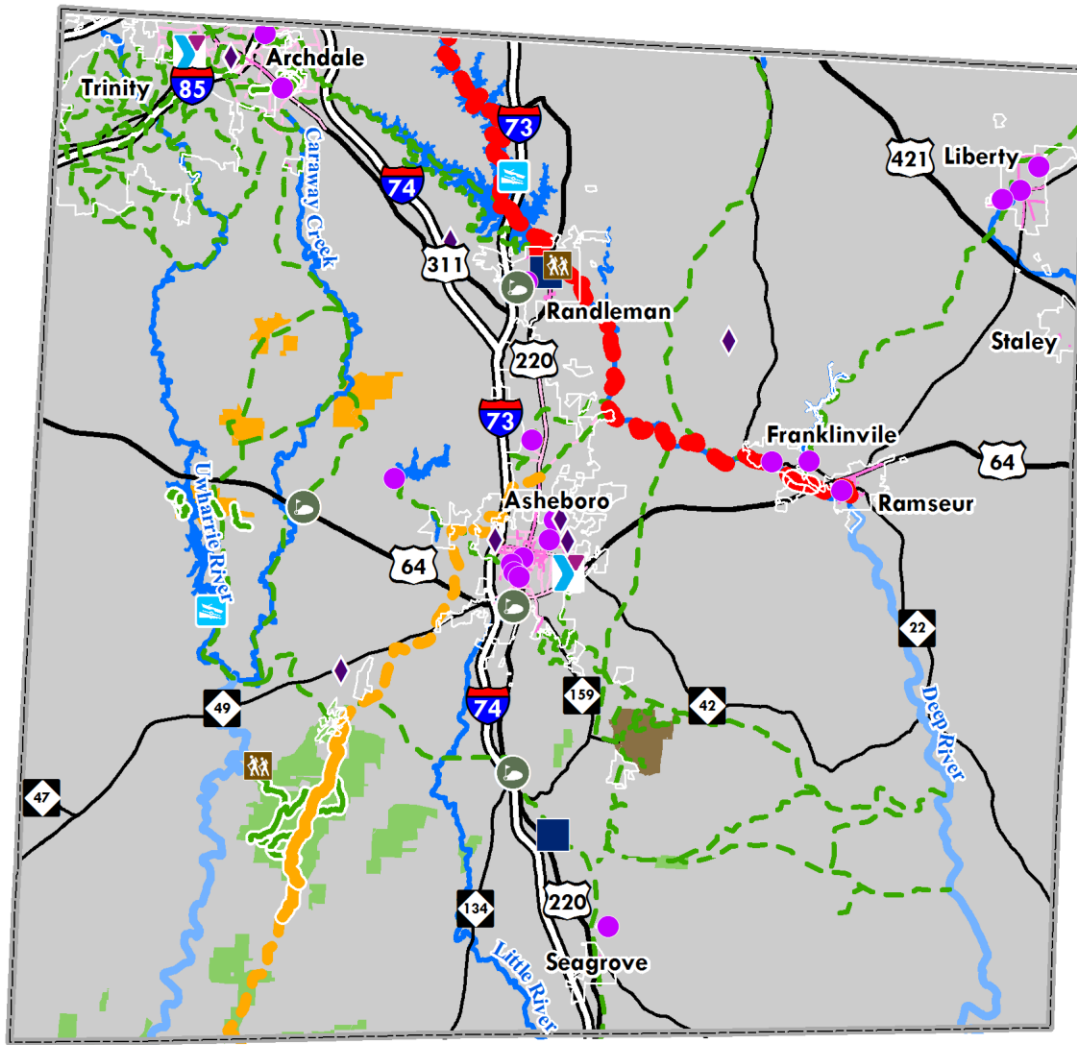
- a. Identify, protect and promote top-priority natural heritage sites, environmental conservation areas, scenic open spaces and sacred places.
- b. Identify, preserve and enhance the county's recreation assets for the health and enjoyment of all who live, work, and visit:
  - i. Review, revise and apply the County Recreation and Trail Master Plan; including blueways planning and a needs assessment survey to update the plan.
  - ii. Identify, preserve and enhance historic and cultural heritage sites.
  - iii. Pair arts and culture with other key assets throughout the county (e.g. NC Zoo, Seagrove area potteries, Uwharrie Mountains, Randleman Lake, downtowns and other historic and cultural sites).
  - iv. Coordinate with partners to market and brand the developing Deep River Trail and Uwharrie Trail systems.
- c. Promote partnerships between visual arts, literary arts, performing arts, multidisciplinary arts, and related organizations throughout the county in an effort to integrate the arts into everyday life.
- d. Promote partnerships throughout the county between historical societies, cultural organizations, municipalities and schools in an effort to integrate an understanding of local history and culture into everyday life.



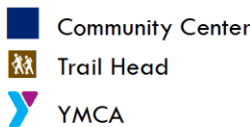
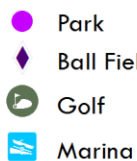
**DEEP RIVER RAIL TRAIL, CREDIT: HEART OF NC VISITORS BUREAU**



MAP 1: RECREATIONAL FEATURES



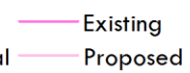
**Recreation Features**



**Trails Existing & Proposed**



**Sidewalks**



(Piedmont Triad Regional Council, Regional Planning Department, 2015)

**GOAL #2: Encourage educational practices that will lead to an engaged citizenry of lifelong learners who have the ability to change and innovate.**

**EXAMPLE STRATEGIES:**

- Pursue an entrepreneurial incubator and/or maker space to train and support entrepreneurs and new business start-ups.
- Build strong networks of existing and new partners to collaborate on educational initiatives.
- Foster educational partnerships between employers, educators, and service providers to provide career development opportunities.
- Create value in education so that students want to complete their formal education;
- Provide incentives and opportunities that attract and retain educators.

- f. Encourage community access to playgrounds, public and school libraries, and other resources and facilities that could potentially be shared through joint-use agreements;
- g. Promote outdoor educational opportunities that encourage healthy, active lifestyles through partnerships among schools, Health Department and non-profits.
- h. Pursue the development of school communities that support student growth, assist struggling families, and encourage family involvement in education.
- i. Encourage community partnerships that promote attainment of early learning skills in order to prepare children for success in life.
- j. Provide facilities that support the growth of our students (e.g. labs, outdoor learning areas, etc.) so that our students are prepared for college and adult life.

## **F. TRANSPORTATION**

**GOAL #1: Support implementation of deviated public transportation fixed route services for RCATS and PART to serve county and municipal residents.**

### **EXAMPLE STRATEGIES:**

- a. Evaluate county and municipal funding options to leverage and match State and Federal transportation funding sources.
- b. Continue to evaluate transit options and needs through agency (RCATS and PART) and governmental planning.
- c. Work with providers to ensure transportation services are available for seniors, handicapped populations, and low income populations so they have access to work, court, medical appointments, pharmacies, grocery stores, and other necessities.
- d. Develop incentives for carpool, vanpool, and transit usage for large employers and employment centers.



**PIEDMONT AUTHORITY FOR REGIONAL TRANSPORTATION BUS STOP, CREDIT: PART**

**GOAL #2: Continue to prioritize transportation projects to secure State Transportation Improvement Program funding along key corridors (e.g. I-85, I- 73, I-74, US 421, US 64, NC 49, NC 22, NC 42, NC 705, Norfolk Southern Railroad, etc.)**

**EXAMPLE STRATEGIES**

- a. Continue active participation in the Piedmont Triad Rural Planning Organization (RPO) and High Point Metropolitan Planning Organization (MPO) Transportation prioritization process.
- b. Work with NCDOT Division 8 District office to develop safety improvement projects at key intersection and high crash areas along key corridors.
- c. Coordinate with local municipalities along key corridors that run through downtowns and commercial or historic districts to enhance transportation options (e.g. transit, walking and bicycling).
- d. Update Growth Management Plan policies in coordination with transportation corridor improvements as necessary to connect land use policy with roadway characteristics (e.g. traffic volumes, capacity, and transportation options).

**GOAL #3: Support I-73 and I-74 designations throughout North Carolina and neighboring states.**

**EXAMPLE STRATEGY:**

Designate a Randolph County delegate to participate in the I-73/74/75 Association.

# **PLAN IMPLEMENTATION**

## **IMPLEMENTATION COMMITTEE ESTABLISHMENT**

Although the goals and strategies embodied in the Randolph County Strategic Plan are not binding upon the County or its municipalities, it is important that the Strategic Plan be action oriented defined by results, and not just good intentions. With this in mind, the Randolph County Manager shall appoint an *Implementation Committee* whose purpose shall be to develop action plans for achieving the goals and strategies presented in the 2016 Randolph County Strategic Plan.

The implementation process will be ongoing and will provide a basis for continuously monitoring the plan and ensuring that it does not simply “gather dust on a shelf.” Available public education forums should be utilized while giving citizens the opportunity to volunteer services in the implementation process. For strategic planning to succeed, the time and talents of many citizens from throughout the Randolph County community will be needed.

“Randolph County Strategic Planning is more than just about one issue. It is an opportunity for our citizens to create and share a mutual vision of what our county can be. It is also an opportunity to help our county focus scarce resources on identified strategic issues. Implementation and continued citizen involvement is essential as together we face the challenges of the 21<sup>st</sup> century.”

***Darrell Frye, Chairman  
Randolph County Board of Commissioners***



**RANDOLPH COUNTY STRATEGIC PLAN STEERING COMMITTEE**



[www.randolphcountync.gov](http://www.randolphcountync.gov)